

QUEENSLAND IMPLEMENTATION PLAN

Element 1: Early Childhood service integration—Children and Family Centres (CFCs)

This Implementation Plan has operated in draft form since the initiation of the project in 2009 and reports on progress to date have been submitted to DEEWR on milestones achieved

Plan period: 2009-2014

Implementation Plan: February 2011

Commonwealth Investment: \$75.18m over 6 years

Milestone	What are we trying to do? (Aim)	Who will do it? (Roles and responsibilities)	How are we going to do it? (Strategies)	How will we know how we are going? (Measures)	How long will it take? (Timeframe)
<b>Locations</b>	Select locations for CFCs based on: <ul style="list-style-type: none"> <li>population of Indigenous children aged 0-4 years;</li> <li>disadvantage, measured by SEIFA;</li> <li>assessed shortage of child care and kindergarten services;</li> <li>capacity to integrate with existing and planned services; and</li> <li>assessed community capacity to auspice CFCs</li> </ul>	Department of Education and Training in consultation with: Queensland Government: <ul style="list-style-type: none"> <li>Queensland Health;</li> <li>Aboriginal and Torres Strait Islander Partnerships (ATSIP);</li> <li>Department of Premier and Cabinet; and</li> <li>Department of Communities.</li> </ul> Australian Government: <ul style="list-style-type: none"> <li>Department of Education, Employment and Workplace Relations (DEEWR);</li> <li>Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA); and</li> <li>Department of Health and Aging (DOHA).</li> </ul>	Short listing potential locations based on data analysis including 2008 census data, SEIFA, enrolment statistics for licensed long day care and kindergarten services, and mapping of existing early childhood and health services including family support and early intervention for families and children at risk.	Data analysis and short-list of locations reviewed and agreed between Queensland agencies.	April 2009
			Negotiation of CFC implementation in priority locations identified in the National Partnership on Remote Service Delivery (RSD NP) with ATSIIP and FaHCSIA.	Ministerial agreement to agreed locations.	July 2009
			Identification of provisional additional locations for service establishment should funds allow extension of locations.	CFC investment in RSD NP priority locations agreed with ATSIIP and FaHCSIA.	April 2009
			Agree locations with the Australian Government.	Ministerial agreement to additional locations.	July 2009
			Develop a phased plan for the establishment of CFCs: <ul style="list-style-type: none"> <li>Phase 1: Mornington Island, Doomadgee, Mareeba;</li> <li>Phase 2: Cairns, Ipswich;</li> <li>Phase 3: Mount Isa; and</li> <li>Phase 4: Rockhampton, Mackay, Logan, Palm Island.</li> </ul>	Commonwealth Ministerial endorsement of locations.	September 2009
<b>Governance</b>	Develop a state-wide governance structure to provide advice on the CFC implementation and ensure CFCs meet the needs of the Indigenous stakeholders.	Department of Education and Training in consultation with the Implementation Reference Group when formed.	Establish a CFC <u>Implementation Reference Group</u> with members from Queensland's key peak Indigenous organisations: <ul style="list-style-type: none"> <li>Department of Education and Training (DET);</li> <li>Queensland Aboriginal and Torres Strait Islander Child Protection Peak (QATSICPP);</li> <li>Queensland Aboriginal and Islander Health Council (QAIHC);</li> <li>Queensland Aboriginal and Torres Strait Islander Human Services Coalition (QATSIHSC);</li> <li>Queensland Indigenous Education Consultative Committee (QIECC) &amp; Queensland Aboriginal and Torres Strait Islander Advisory Council (QATSIAC) (combined representative); and</li> <li>Crèche and Kindergarten Association (C&amp;K), Aboriginal and Torres Strait Islander Programs.</li> </ul> Role of the CFC Implementation Reference Group is to provide advice on key aspects of the CFC implementation including: community involvement, sites, design and construction and service model. Advice provided supports key CFC recommendations and decisions as applicable. Strong links established with the Regional Operation Centre (ROC) which is responsible for coordinating service delivery to the Mornington Island and Doomadgee RSD communities.	State-wide Governance structures established:- <ul style="list-style-type: none"> <li>CFC Implementation Reference Group formed;</li> <li>Terms of Reference endorsed;</li> <li>Regular meetings held; and</li> <li>Agendas and feedback minuted.</li> <li>Feedback used to develop CFC Implementation recommendations.</li> </ul> CFC Implementation Reference Group to:- <ul style="list-style-type: none"> <li>provide feedback on implementation process and documents; and</li> <li>provide advice on next steps.</li> </ul> Engage an Indigenous representative on the assessment panel for service providers.	January -June 2010

Milestone	What are we trying to do? (Aim)	Who will do it? (Roles and responsibilities)	How are we going to do it? (Strategies)	How will we know how we are going? (Measures)	How long will it take? (Timeframe)
<p><b>Governance (continued)</b></p>	<p>Develop local governance structures in each CFC location to provide advice on the CFC implementation and ensure CFCs meet the needs of the local Indigenous community.</p>	<p>Department of Education and Training.  Lead Agency in each location (when funded).</p>	<p>Establish <u>Local Advisory Committees</u> in each location comprised of:</p> <p>Queensland Government (regional officers):</p> <ul style="list-style-type: none"> <li>▪ Department of Education and Training;</li> <li>▪ Department of Communities (Community Capacity Service Quality, Aboriginal and Torres Strait Islander Services, Child Safety Services); and</li> <li>▪ Queensland Health.</li> </ul> <p>Australian Government:</p> <ul style="list-style-type: none"> <li>▪ DEEWR; and</li> <li>▪ FaHCSIA; and</li> <li>▪ DOHA.</li> </ul> <p>Role of the Local Advisory Committees is to provide advice on key aspects of the CFC implementation including: community involvement, sites, design and construction and service model. Advice provided supports key CFC recommendations and decisions as applicable.</p> <p>Establish a <u>CFC Local Reference Group</u> in each location comprised of local non-government organisations and Indigenous community members.</p> <p>The CFC Local Reference Group will have a role in providing advice regarding services and programs to be offered within a CFC and community engagement to be undertaken. This activity will be coordinated by the Lead Agency (funded service provider) of the partnership / consortium of service providers.</p> <p>The Implementation Reference Group, the Local Advisory Committees and the CFC Local Reference Group are linked through the Associate Director-General and Chief Officer and the CFC Implementation team in terms of informing them of respective views and discussions.</p>	<p>Governance structures established:-</p> <ul style="list-style-type: none"> <li>▪ Local Advisory Committees formed <ul style="list-style-type: none"> <li>▪ Terms of Reference endorsed;</li> <li>▪ Regular meetings held; and</li> <li>▪ Agendas and feedback minuted.</li> </ul> </li> <li>▪ CFC Local Reference Group formed <ul style="list-style-type: none"> <li>▪ Terms of Reference endorsed;</li> <li>▪ Regular meetings held; and</li> <li>▪ Agendas and feedback minuted.</li> </ul> </li> </ul> <p>Lead Agency, once appointed, leads CFC Local Reference Group consultation and governance structures.</p> <p>Lead Agency to report on-going consultation which details how services are:-</p> <ul style="list-style-type: none"> <li>▪ meeting the needs of Indigenous families;</li> <li>▪ increasing participation in services; and</li> <li>▪ evolving programs to meet the changing needs of the Indigenous community.</li> </ul> <p>Seek community feedback from Local Reference Group on satisfaction with Lead Agency consultation and engagement.</p>	<p>Phase 1 (2 locations not including Mareeba): July - December 2010 Phase 2, Phase 3 and Mareeba (4 locations): January – June 2010 Phase 4 (4 locations): January – June 2011</p>

<b>Community Involvement</b>	<p>To ensure community development and community ownership of CFC services.</p>	<p>Department of Education and Training (lead). Regional Operations Centre (partner for Mornington Island and Doomadgee). Advice and support:  <ul style="list-style-type: none"> <li>▪ CFC Implementation Reference Group;</li> <li>▪ Local Advisory Committees; and</li> <li>▪ CFC Local Reference Group.</li> </ul>                     Lead Agency in each location (when funded).</p>	<p>Develop a community consultation and engagement strategy. Consult to inform place-based decision making on key elements of the Implementation Plan. Consultation in Mornington Island and Doomadgee will be conducted with the ROC in accordance with community engagement and consultation strategies developed for Mornington Island and Doomadgee RSD communities under the Local Implementation Plan. The Lead Agency funded service provider of the partnership / consortium of service providers will be required as part of their service agreement to undertake community engagement activities. This will inform the development of the final program of services to be delivered at the CFC. This will be undertaken in consultation with the CFC Local Reference Group. Lead Agency applicants will also be required to provide evidence they have the capacity to engage Aboriginal and Torres Strait Islander people in organisational and service delivery decision-making as part of their funding submission.</p>	<p>Community consultation commenced:-</p> <ul style="list-style-type: none"> <li>▪ Local ownership reflected in membership of the CFC Local Reference Group.</li> <li>▪ Agendas developed and feedback minuted.</li> <li>▪ Consultation and engagement strategy milestones are met.</li> </ul> <p>Under their Service Agreement the Lead Agency must report on:-</p> <ul style="list-style-type: none"> <li>▪ Participation in their services by the local Indigenous community.</li> <li>▪ Participation in their governance structures by the local Indigenous community.</li> <li>▪ Changes to programs and service delivery priorities in response to feedback from the local Indigenous community;                             <ul style="list-style-type: none"> <li>○ Requesting other services or programs;</li> <li>○ Demonstrating improved education and health outcomes; or</li> <li>○ Engaging Indigenous people with different needs.</li> </ul> </li> </ul>	<p>As per timeframes for governance milestone listed above.</p>		
	<p>'Other land' owned by the Lead Agency (funded service provider) of the partnership / consortium of service providers.<sup>1</sup>  Lead Agency submitting Funding Submission Form.</p>	<p>Where 'other land' is nominated as the site for the CFC, the land owner / Lead Agency will undertake stakeholder consultation and also provide evidence of community support for the site. Applicants will be required to provide evidence that the local community, including Indigenous stakeholders, support the CFC being hosted on their nominated land as part of their funding submission. Evidence may include:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; padding: 2px;">Local community</th> <th style="text-align: left; padding: 2px;">Indigenous stakeholders</th> </tr> </thead> <tbody> <tr> <td style="padding: 2px;"> <ul style="list-style-type: none"> <li>▪ Letter of support from local council.</li> <li>▪ Letter of support from local community organisations / representatives.</li> <li>▪ Report from any community consultation conducted in the location.</li> </ul> </td> <td style="padding: 2px;"> <ul style="list-style-type: none"> <li>▪ Letter of support from local Indigenous non-government organisation.</li> <li>▪ Letter of support from local Indigenous Elders, Leaders or groups.</li> <li>▪ Report from any community consultation conducted in the location.</li> </ul> </td> </tr> </tbody> </table>	Local community	Indigenous stakeholders	<ul style="list-style-type: none"> <li>▪ Letter of support from local council.</li> <li>▪ Letter of support from local community organisations / representatives.</li> <li>▪ Report from any community consultation conducted in the location.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Letter of support from local Indigenous non-government organisation.</li> <li>▪ Letter of support from local Indigenous Elders, Leaders or groups.</li> <li>▪ Report from any community consultation conducted in the location.</li> </ul>	<p>Lead Agency applicant provides:-</p> <ul style="list-style-type: none"> <li>▪ Evidence of community support for the site in the funding application.</li> </ul>
Local community	Indigenous stakeholders						
<ul style="list-style-type: none"> <li>▪ Letter of support from local council.</li> <li>▪ Letter of support from local community organisations / representatives.</li> <li>▪ Report from any community consultation conducted in the location.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Letter of support from local Indigenous non-government organisation.</li> <li>▪ Letter of support from local Indigenous Elders, Leaders or groups.</li> <li>▪ Report from any community consultation conducted in the location.</li> </ul>						

<sup>1</sup>If other land is selected as the site of the CFC, the Lead Agency (funded service provider and land owner) is responsible for providing land, managing design and construction and coordinating service delivery through a partnership or consortium of service providers.

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<b>Sites</b>	<p>Identify sites in accordance with an agreed <i>needs analysis and site identification methodology</i> (site and service provider selection). Sites selected may be appropriate for a purpose-built facility or as an extension of an existing building.</p>	<p>Department of Education and Training (lead). Advice and support:</p> <ul style="list-style-type: none"> <li>▪ CFC Implementation Reference Group; and</li> <li>▪ Local Advisory Committees.</li> </ul> <p>Probity Auditor</p> <ul style="list-style-type: none"> <li>▪ Review CFC site selection processes and recommendations, as appropriate.</li> </ul>	<p>Develop a <i>needs analysis and site identification methodology</i> (site and service provider selection) in consultation with the Implementation Reference Group. Develop a <i>CFC Site Report</i> which identifies preferred sites in accordance with the <i>needs analysis and site identification methodology</i>. Methodology includes consideration of: population data, school census data, school attendance data and feedback from stakeholders. Either a state school site or other land (non-state schools, Indigenous private land or land used for Indigenous child and family hubs funded by State and/or Commonwealth governments) will be approved as the site for the CFC. Community and stakeholder support will be identified during the site selection process for state school sites. Assessment of land availability and suitability of preferred sites will be undertaken.</p>	<p>Locations assessed for sites against methodology.</p> <ul style="list-style-type: none"> <li>▪ <i>Site report</i> developed.</li> <li>▪ <i>Site report</i> endorsed by probity auditor.</li> </ul> <p>Most optimal site for the CFC approved by Queensland Minister for Education and Training.</p>	<p>Phase 1 (3 locations): July – December 2010 Phase 2-4 (7 locations): July – December 2011</p>
	<p>'Other land' owned by the Lead Agency (funded service provider) of the partnership / consortium of service providers.</p>	<p>Where 'other land' is identified, the land owner / Lead Agency will undertake stakeholder consultation and provide evidence of community support for the site (<i>refer to 'Community Involvement'</i>).</p>			
<p>Identify linkages with existing services, outreach or mobile services.</p>	<p>Department of Education and Training. Lead Agency (funded service provider) of the partnership / consortium of service providers.</p>	<p>Linkages with existing services within the local community.</p> <ul style="list-style-type: none"> <li>▪ Where ECEC services are provided off site (long day care and kindergarten), effective linkages will be established by the Lead Agency from the children and family centre to increase participation of Indigenous children.</li> <li>▪ The Lead Agency will be required to implement a range of facilitation strategies with the linked service, these may include: <ul style="list-style-type: none"> <li>○ transport children to the service to increase participation;</li> <li>○ provide meals where appropriate;</li> <li>○ provide start up packs to assist parents with costs for items children may need to attend;</li> <li>○ provide funding for Aboriginal and Torres Strait Islander Elders to participate in the program to support culturally appropriate service delivery; and</li> <li>○ support for service to employ/train Aboriginal and Torres Strait Islander staff.</li> </ul> </li> </ul> <p>Outreach or mobile services will be negotiated with the Lead Agency.</p>	<p>Lead Agency commences operation with services off-site.</p> <p>Lead Agency must report on:-</p> <ul style="list-style-type: none"> <li>- Linkages with existing ECEC services;</li> <li>- Facilitation strategies to be used by linked ECEC services; and</li> <li>- Funding provided for the off-site service to increase participation of Indigenous children;</li> </ul> <p>Lead Agency must report on:-</p> <ul style="list-style-type: none"> <li>- Provision of other services by off-site services to children and family centre clients; and</li> <li>- Outreach or mobile services being delivered, to who and where;</li> </ul>		

<b>Design and construction</b>	Design and construct a CFC in each location which meets the needs of the local community and targets service users.	Department of Education and Training (lead). Advice and support: <ul style="list-style-type: none"> <li>▪ CFC Implementation Reference Group;</li> <li>▪ Local Advisory Committees;</li> <li>▪ CFC Local Reference Group; and</li> <li>▪ Queensland Health.</li> </ul>	Develop a <i>Locational Report</i> for each CFC location which provides recommendations for key service requirements for the CFC location. Specifications in the <i>Locational Report</i> are drafted with information provided from community consultation to meet community needs, through consideration of input from other stakeholders, and through assessment of required services and expected outcomes. Develop a <i>Facilities Brief</i> for each location which details the scope and building design requirements for the CFC and meets licensing and National Quality Standards, where appropriate. The <i>Facilities Brief</i> developed for each location will be based on the CFC's scope and building requirements identified in the <i>Locational Report</i> . The CFC will be designed in a way that is adaptable to changing community needs. Rooms will be multi-purpose, where possible, and a variety of indoor / outdoor, communal / private spaces will be provided to accommodate changing community needs. The CFC is based on a modular design which can be easily adapted to meet future needs. Manage the design, construction or refurbishment for state school sites or other government-owned land.	Capital works complete:- <ul style="list-style-type: none"> <li>▪ <i>Facilities brief</i> approved.</li> <li>▪ Capital agreement negotiated and signed (for other land).</li> <li>▪ Construction commences.</li> </ul> Confirm participation of Lead Agency (for design and construction on other land) engagement with community to inform and where appropriate revise design and construction according to local community needs by:- <ul style="list-style-type: none"> <li>▪ Discussing with CFC Local Reference Group;</li> <li>▪ Documenting consultation and outcomes; and</li> <li>▪ Providing progress reports under the capital agreement.</li> </ul>	Phase 1 (3 locations): July – December 2011 Phase 2-4 (7 locations): July – December 2012  A 12 month timeframe is estimated. An additional 3 months may be required if weather or other constraints are encountered.  At this stage, an additional 3 months may be required for the Mareeba CFC.
		'Other land' owned by the Lead Agency (funded service provider) of the partnership / consortium of service providers (complete solution).	Where 'other land' is selected as the site for the CFC, the land owner / Lead Agency will provide the land and manage the design of the facility in-line with requirements identified in the <i>Facilities Brief</i> and the <i>Capital Agreement</i> . The Lead Agency will be required to engage with the local community in finalising the service model and design for the CFC. This will be undertaken in consultation with the CFC Local Reference Group.		
<b>Service Delivery (Service model)</b>	To develop a site specific integrated service model responsive to local needs.  All CFCs will provide integrated early childhood education and care (ECEC), family and parenting support, and child and maternal health services at or through the main centre.	<b>Step 1</b> Department of Education and Training (lead). Advice and support: <ul style="list-style-type: none"> <li>▪ Implementation Reference Group;</li> <li>▪ Local Advisory Committees; and</li> <li>▪ Queensland Health.</li> </ul>	Undertake service mapping for each location identifying current and planned future services and uptake by target group (if available). Identify gaps in service provision in the location, including any additional services identified through community consultation. Develop generic <i>Operational Guidelines</i> for CFCs which detail key service components of a CFC, structure for service delivery, and governance and management arrangements. Develop a <i>Locational Report</i> which provides recommendations for key service requirements in the CFC location, according to each location's needs (identify where requirements are different from the generic service model outlined in the <i>Operational Guidelines</i> for a CFC). The standard service model will include adjunct care and play group as well as provide a bus for transport.	Service model finalised:- <ul style="list-style-type: none"> <li>▪ Generic <i>Operational Guidelines</i> developed.</li> <li>▪ CFC service model analysis and budget allocation finalised.</li> <li>▪ <i>Funding Information Paper</i> developed detailing specific service model requirements for the location.</li> </ul> Assessment of funding submissions:- <ul style="list-style-type: none"> <li>▪ ensure Lead Agency has the capability and capacity to deliver;</li> <li>▪ as per service model, out</li> </ul>	Phase 1-3 (6 locations): July – December 2010 Phase 4 (4 locations): January – June 2011
		<b>Step 2</b> The Lead Agency (funded service provider) of the partnership /	The partnership / consortium (under the guidance of the Lead Agency) of service providers will be responsible for delivering integrated early childhood education and care, parenting and family support and child		

		<p>consortium of service providers. Department of Education and Training (approve). Advice and support:</p> <ul style="list-style-type: none"> <li>▪ CFC Implementation Reference Group;</li> <li>▪ Local Advisory Committees;</li> <li>▪ CFC Local Reference Group; and</li> <li>▪ Queensland Health.</li> </ul>	<p>and maternal health services at or through the CFC main centre. The final service model for the CFC in each location will be developed by the partnership / consortium of service providers operating the CFC in consultation with the local community through the CFC Local Reference Group and based on the <i>Operational Guidelines</i>. Models will be flexible to respond to changing community needs. Service delivery types, model selection and implementation will seek to maximise community ownership and participation. Each children and family centre will operate differently, depending on local requirements. Recurrent operational funding for each location have been allocated to ensure delivery of services, as per the Operational Guidelines:- <i>Funds for brokerage, linkages and child care fee relief</i></p> <ul style="list-style-type: none"> <li>▪ approximately \$9 million for three years for ten sites.</li> </ul> <p><i>Long Day Care (LDC), Kindergarten and pre-Prep Service Linkage</i></p> <ul style="list-style-type: none"> <li>▪ The children and family centre will be expected to provide service linkages to other LDC, kindergarten and early education centres. The Lead Agency will be required to implement a range of facilitation strategies with the linked service/s to ensure Indigenous participation is increased at the services.</li> </ul> <p><i>Child care fee relief</i></p> <ul style="list-style-type: none"> <li>▪ The funding will assist in improving access for families who may face barriers to access from out-of-pocket costs. The fee relief will be in addition to the Australian Government's Child Care Benefit and Child Care Rebate, and if applicable, the government funding available under the Queensland Kindergarten Funding Scheme which provides a subsidy for Health Care Card holders.</li> </ul> <p><i>Brokerage</i></p> <ul style="list-style-type: none"> <li>▪ Brokerage refers to the purchase of a service that is not provided by the children and family centre or a partner agency. These funds are aimed at enhancing or providing access to supports, services and resources for children and families who need them on a short-term or episodic basis.</li> </ul>	<p>lined under <i>section 8 – Minimum Service Delivery Requirements, Operational Guidelines</i>; and</p> <ul style="list-style-type: none"> <li>▪ assessed against each selection criteria in the Funding Information Paper.</li> </ul> <p>The Lead Agency will be required to provide details of the plan and budget for the allocation of funding for <i>brokerage, linkages and child care fee relief</i> and demonstrate increased participation.</p>	
<p><b>Service Delivery (Service Provider)</b></p>	<p>To contract a Lead Agency (funded service provider) of a partnership / consortium of service providers for each CFC.</p>	<p>Department of Education and Training (lead). Advice and support (where no conflict of interest for members exists):</p> <ul style="list-style-type: none"> <li>▪ CFC Implementation Reference Group; and</li> <li>▪ Local Advisory Committees.</li> </ul> <p>Probity Auditor</p> <ul style="list-style-type: none"> <li>▪ Review CFC funding processes and recommendations</li> </ul>	<p>Develop funding documentation for the following types of funding rounds (as required under Queensland's <i>Needs Analysis and Site Identification Methodology for CFCs</i>):</p> <ul style="list-style-type: none"> <li>▪ Open funding round for service provider;</li> <li>▪ Open funding round for site and service provider; and</li> <li>▪ Negotiated funding round for site and service provider.</li> </ul> <p>Funding documents developed which reflect role of the partnership / consortium of service providers. Advertise funding rounds in local, Indigenous and state-wide newspapers, on radio in discrete Indigenous communities, through the Local Advisory Committees and on relevant websites and through the CFC Implementation Reference Group to attract submissions from non-government organisations. Assessment panel will assess funding submissions in accordance with service provider selection criteria and land assessment guidelines, as appropriate.</p>	<p>Lead Agency contracted:-</p> <ul style="list-style-type: none"> <li>▪ Funding documents approved by probity auditor.</li> <li>▪ Funding round advertised.</li> <li>▪ Service agreement negotiated and signed</li> </ul> <p>Service Agreement will outline performance measures for (quarterly) reporting.</p>	<p>Phase 1-4 (10 locations): July – December 2011</p>

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			Based on assessment, report developed recommending the Lead Agency (funded service provider) for the CFC. For Mornington Island and Doomadgee, assessment will be undertaken in conjunction with RSD principles.		
<b>Service Delivery (Staffing and Workforce Development)</b>	<p>To ensure a culturally competent and appropriate workforce is available for delivery of CFC services in each location.</p> <p>Increase Indigenous employment and skill development in each location where CFC services are established.</p> <p>Develop capacity of Indigenous communities in each of the locations where CFC services are established.</p>	<p>Department of Education and Training (Lead).</p> <p>Advice and support:</p> <ul style="list-style-type: none"> <li>▪ CFC Implementation Reference Group;</li> <li>▪ Local Advisory Committees;</li> <li>▪ CFC Local Reference Group; and</li> <li>▪ Department of Employment, Economic Development and Innovation.</li> </ul>	<p>The generic <i>Operational Guidelines for a CFC</i> will provide details of key requirements for staffing and workforce development. Lead Agencies must:</p> <ul style="list-style-type: none"> <li>▪ develop strategies to implement a sustainable Indigenous workforce, consistent with the principles of the Queensland Compact and state-wide workforce strategies approved by Queensland's peak Indigenous bodies;</li> <li>▪ attract, recruit and retain appropriately qualified, experienced and culturally competent staff;</li> <li>▪ undertake and coordinate professional development activities for staff employed by the CFC and staff of other community-based or commercial organisations offering services to the target group; and</li> <li>▪ provide culturally appropriate services and programs to their clients.</li> </ul> <p>How well applicants (Lead Agency of the partnership / consortium of service providers) meet these requirements will be assessed through the funding round and stipulated in the Service Agreement.</p>	<p>Service commences operation from temporary premises:-</p> <ul style="list-style-type: none"> <li>▪ Service provider contracted.</li> <li>▪ Centre manager appointed experienced in Indigenous service delivery.</li> <li>▪ Recruitment of appropriately qualified, experienced and culturally competent staff.</li> </ul> <p>Service provider must provide and operationalise:-</p> <ul style="list-style-type: none"> <li>▪ a workforce strategy for attracting, recruiting and retaining local indigenous staff.</li> <li>▪ a high level of cultural competency relevant to the local Indigenous community</li> <li>▪ professional development and leadership programs for Indigenous staff</li> </ul>	<p>Phase 1-3 (6 locations): July – December 2011</p> <p>Phase 4 (4 locations): January – June 2012</p>
		<p>The Lead Agency (funded service provider) of the partnership / consortium of service providers.</p> <p>Department of Education and Training (approve).</p> <p>Advice and support:</p> <ul style="list-style-type: none"> <li>▪ CFC Implementation Reference Group;</li> <li>▪ Local Advisory Committees; and</li> <li>▪ CFC Local Reference Group.</li> </ul>	<p>The Lead Agency (funded service provider) of the partnership / consortium of service providers develop and implement a sustainable Indigenous workforce, consistent with the principles of the Queensland Compact and state-wide workforce strategies approved by Queensland's peak Indigenous bodies;</p>	<p>Service commences operation from permanent premises:-</p> <ul style="list-style-type: none"> <li>▪ Service provider contracted.</li> <li>▪ Recruitment of appropriately qualified, experienced and culturally competent staff.</li> <li>▪ Service delivery staff includes appropriate proportion of local Indigenous people.</li> </ul>	<p>Phase 1 (3 locations): July – December 2011</p> <p>Phase 2-4 (7 locations): July – December 2012</p>

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<b>Data and Reporting</b>	<p>To report on progress in the establishment of CFCs.</p> <p>Meet the reporting requirements as specified in the National Partnership.</p> <p>Contribute to the evaluation of the National Partnership.</p>	<p>The Department of Education and Training will:</p> <ul style="list-style-type: none"> <li>▪ lead data collection and reporting in collaboration with Queensland Health; and</li> <li>▪ liaise with the Queensland Department of Premier and Cabinet and Queensland Treasury in the preparation of reports under the National Partnership.</li> </ul>	<p>Progress reporting on agreed outputs:</p> <ul style="list-style-type: none"> <li>▪ Establish 10 CFCs in urban, regional and remote areas with high Indigenous populations and disadvantage; and</li> <li>▪ Provision of integrated early childhood education and care, family and parenting support and child and maternal health services to Indigenous families at or through each of the CFCs.</li> </ul> <p>Participation in Data Working Group to develop:</p> <ul style="list-style-type: none"> <li>▪ data dictionary;</li> <li>▪ reporting specifications for outcomes and associated; performance indicators;</li> <li>▪ baseline study; and</li> <li>▪ evaluation framework.</li> </ul> <p>Work with the Australian Government to evaluate outcomes of the National Partnership.</p> <p>Ensure funding agreements for service provision include relevant reporting and data quality requirements.</p> <p>Engagement with the IECED NP Steering Committee.</p>	Annual Report and Progress Report.	Annual Report – September each year Progress Report – January each year
				Contributions to the development of an evaluation strategy.	May 2010
				Governance.	Refer to page 2
				Service model developed.	Refer to page 5
				Service provider contracted.	Refer to page 5
				Service commencement (temporary).	Refer to page 6
				Service Reports against requirements.	
<b>Risk Management</b>	<p>To monitor issues, identify risks and develop mitigation strategies for the implementation of the National Partnership at state-wide and location specific level.</p>	<p>Department of Education and Training (Lead).</p> <p>Advice and support:</p> <ul style="list-style-type: none"> <li>▪ CFC Implementation Reference Group;</li> <li>▪ Local Advisory Committees; and</li> <li>▪ CFC Local Reference Group.</li> </ul>	<p>Development of a project risk management plan, to include:</p> <ul style="list-style-type: none"> <li>▪ state-wide co-ordination risks;</li> <li>▪ communication and engagement risks; and</li> <li>▪ Australian and Queensland Government partnership risks, including Australian Government funding beyond 2014.</li> </ul> <p>Development of location specific risk management plans, to include:</p> <ul style="list-style-type: none"> <li>▪ weather;</li> <li>▪ site and building;</li> <li>▪ service provider;</li> <li>▪ workforce risks;</li> <li>▪ community need / expectations;</li> <li>▪ community ownership;</li> <li>▪ service delivery; and</li> <li>▪ governance.</li> </ul> <p>Monitor risks and opportunities through the CFC Implementation Reference Group, Local Advisory Committees and CFC Local Reference Groups.</p> <p>Reviewing and revising progress to ensure efficient and effective overall implementation and establishment.</p>	Governance structures established.	As per governance milestone timeframes (page 2).
				Risk management plans developed.	Project risk management plan: Ongoing Location specific risk management plans: Ongoing

Summary of Milestones and Commonwealth Payments – Queensland			
Element 1 – Establishment of 10 children and family centres			
Reporting Period	Agreed Milestones for the Period Timeframes for achieving milestones differ depending on site selected (state school vs other land), the longest timeframes (other land) have been used to determine reporting periods, except for phase 1 locations (state schools).	Basis of Payment	Commonwealth Payment Amount *
<b>Facilitation Payment - January 2009</b>			\$4.49m
Jan –June 2009	<ul style="list-style-type: none"> <li>• Data analysis and short list of locations reviewed and agreed between Qld agencies</li> <li>• CFC investment in Remote Service Delivery (RSD) National Partnership priority locations agreed with ATSIP and FaHCSIA</li> </ul>	Receipt of Annual Report 31 August 2009 describing progress.	\$0
July – Dec 2009	<ul style="list-style-type: none"> <li>• Annual Report on the National Partnership finalised</li> <li>• Ministerial agreement to ten primary locations</li> <li>• Ministerial agreement to four potential additional locations</li> </ul>	Receipt of Progress Report 31 January 2010 describing progress.	\$0
<b>Facilitation Payment - November 2010</b>			\$14.31m
Jan –June 2010	<ul style="list-style-type: none"> <li>• State-wide governance structure established</li> <li>• Phase 1 location (Mareeba only)                             <ul style="list-style-type: none"> <li>➢ Governance structures established</li> </ul> </li> <li>• Phase 2 locations                             <ul style="list-style-type: none"> <li>➢ Governance structures established</li> </ul> </li> <li>• Phase 3 location                             <ul style="list-style-type: none"> <li>➢ Governance structures established</li> </ul> </li> </ul>	Receipt of Annual Report October 2010 describing progress.	\$1.131m
July – Dec 2010	<ul style="list-style-type: none"> <li>• Phase 1 locations (not including Mareeba)                             <ul style="list-style-type: none"> <li>➢ Governance structures established</li> </ul> </li> <li>• Phase 1 locations                             <ul style="list-style-type: none"> <li>➢ Sites selected</li> <li>➢ Service model developed</li> </ul> </li> <li>• Phase 2 locations                             <ul style="list-style-type: none"> <li>➢ Service model developed</li> </ul> </li> <li>• Phase 3 location                             <ul style="list-style-type: none"> <li>➢ Service model developed</li> </ul> </li> </ul>	Receipt of Progress Report 31 January 2011 describing progress.	\$2.407m
Jan –June 2011	<ul style="list-style-type: none"> <li>• Phase 4 locations                             <ul style="list-style-type: none"> <li>➢ Governance structures established</li> <li>➢ Service model developed</li> </ul> </li> </ul>	Receipt of Annual Report 31 August 2011 describing progress.	\$1.706m

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<p>July – Dec 2011</p>	<ul style="list-style-type: none"> <li>• Phase 1 locations               <ul style="list-style-type: none"> <li>➢ Service provider contracted</li> <li>➢ Capital works completed</li> <li>➢ Services commence operation (permanent premises)</li> </ul> </li> <li>• Phase 2 locations               <ul style="list-style-type: none"> <li>➢ Sites selected</li> <li>➢ Service provider contracted</li> <li>➢ Services commence operation (temporary premises)</li> </ul> </li> <li>• Phase 3 location               <ul style="list-style-type: none"> <li>➢ Sites selected</li> <li>➢ Service provider contracted</li> <li>➢ Services commence operation (temporary premises)</li> </ul> </li> <li>• Phase 4 locations               <ul style="list-style-type: none"> <li>➢ Sites selected</li> <li>➢ Service provider contracted</li> </ul> </li> </ul>	<p>Receipt of Progress Report 31 January 2012 describing progress.</p>	<p>\$23.894m*</p>
<p>Jan –June 2012</p>	<ul style="list-style-type: none"> <li>• Phase 1 locations               <ul style="list-style-type: none"> <li>➢ Continued service operation (permanent premises)</li> </ul> </li> <li>• Phase 2 locations               <ul style="list-style-type: none"> <li>➢ Continued service operation (temporary premises)</li> </ul> </li> <li>• Phase 3 location               <ul style="list-style-type: none"> <li>➢ Continued service operation (temporary premises)</li> </ul> </li> <li>• Phase 4 locations               <ul style="list-style-type: none"> <li>➢ Services commence operation (temporary premises)</li> </ul> </li> </ul>	<p>Receipt of Annual Report 31 August 2012 describing progress.</p>	<p>\$2.809m</p>
<p>July – Dec 2012</p>	<ul style="list-style-type: none"> <li>• Phase 1 locations               <ul style="list-style-type: none"> <li>➢ Continued service operation (permanent premises)</li> </ul> </li> <li>• Phase 2 locations               <ul style="list-style-type: none"> <li>➢ Capital works completed</li> <li>➢ Services commence operation (permanent premises)</li> </ul> </li> <li>• Phase 3 location               <ul style="list-style-type: none"> <li>➢ Capital works completed</li> <li>➢ Services commence operation (permanent premises)</li> </ul> </li> <li>• Phase 4 locations               <ul style="list-style-type: none"> <li>➢ Capital works completed</li> <li>➢ Services commence operation (permanent premises)</li> </ul> </li> </ul>	<p>Receipt of Progress Report 31 January 2013 describing progress.</p>	<p>\$16.435m*</p>
<p>Jan –June 2013</p>	<ul style="list-style-type: none"> <li>• Phase 1 locations               <ul style="list-style-type: none"> <li>➢ Continued service operation (permanent premises)</li> </ul> </li> <li>• Phase 2 locations               <ul style="list-style-type: none"> <li>➢ Continued service operation (permanent premises)</li> </ul> </li> <li>• Phase 3 location               <ul style="list-style-type: none"> <li>➢ Continued service operation (permanent premises)</li> </ul> </li> <li>• Phase 4 locations               <ul style="list-style-type: none"> <li>➢ Continued service operation (permanent premises)</li> </ul> </li> </ul>	<p>Receipt of Annual Report 31 August 2013 describing progress.</p>	<p>\$2.551m</p>

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July – Dec 2013	<ul style="list-style-type: none"> <li>• Phase 1 locations               <ul style="list-style-type: none"> <li>➢ Continued service operation (permanent premises)</li> </ul> </li> <li>• Phase 2 locations               <ul style="list-style-type: none"> <li>➢ Continued service operation (permanent premises)</li> </ul> </li> <li>• Phase 3 location               <ul style="list-style-type: none"> <li>➢ Continued service operation (permanent premises)</li> </ul> </li> <li>• Phase 4 locations               <ul style="list-style-type: none"> <li>➢ Continued service operation (permanent premises)</li> </ul> </li> </ul>	Receipt of Progress Report 31 January 2014 describing progress.	\$2.634m
Jan – June 2014	<ul style="list-style-type: none"> <li>• Phase 1 locations               <ul style="list-style-type: none"> <li>➢ Continued service operation (permanent premises)</li> </ul> </li> <li>• Phase 2 locations               <ul style="list-style-type: none"> <li>➢ Continued service operation (permanent premises)</li> </ul> </li> <li>• Phase 3 location               <ul style="list-style-type: none"> <li>➢ Continued service operation (permanent premises)</li> </ul> </li> <li>• Phase 4 locations               <ul style="list-style-type: none"> <li>➢ Continued service operation (permanent premises)</li> </ul> </li> </ul>	Receipt of Progress Report 31 August 2014 describing progress.	\$2.633m
<ul style="list-style-type: none"> <li>• Payments can be made on a pro-rata basis if milestones for the period are only partially completed. If this occurs, the remaining portion of the payment will be made available immediately following completion of the relevant milestone.</li> <li>• Full operating cost payments for the six month reporting period are stated in the Implementation Plan, irrespective of the estimated month for service commencement. The estimated longest timeframes are used for the Implementation Plan, however, services may commence earlier than anticipated. Part payments will be requested from the Australian Government if service commences mid period.</li> </ul>		<b>Total Australian Government Payment</b>	<b>\$75m</b>

\* NOTE: The Implementation Plan states that the milestone for the Mount Isa CFC 'capital works complete' will be achieved in the July to December 2012 period. This is the estimated time period in the event that non-government land is selected as the site for the CFC. However, if government land is selected for the site of the Mount Isa CFC this milestone will be completed earlier. The site for the Mount Isa CFC will not be known until the finalisation of the funding round for this location. As a result the milestone payment of \$5.475m has been budgeted for the July to December 2011 period as part of the \$23.894m. However, if non-government land is selected as the site for the Mount Isa CFC, this payment will not be claimed until the July to December 2012 period and will be in addition to the \$16.435m. This is a unique situation for the Mount Isa CFC and all other cashflows align with timeframes stated in the Implementation Plan.