

# CHILDREN AND FAMILY CENTRES INDIGENOUS EARLY CHILDHOOD NATIONAL PARTNERSHIP

## Implementation Plan: Element 1: Early Childhood service integration—Children and Family Centres (C&FCs)

Plan period: 2009-2014

Jurisdiction: Western Australia

Commonwealth Investment: \$42.35 million

Version: 2.0

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### Governance:

The Minister for Education has responsibility for delivering Element 1 of this National Partnership and the Minister for Health has responsibility for delivering Elements 2 and 3. This will be achieved by establishing a Steering Group to support officials of the Department of Education to oversee the delivery of the National Partnership (NP) with representatives of key partners.

The overall governance for the State National Partnership in Western Australia:

1. Overall Responsibility – Minister for Education
2. Operational Responsibility – Department of Education
3. The Indigenous Early Childhood Development Steering Group will provide oversight across Elements 1, 2 and 3.
4. This will comprise a group of senior managers from relevant agencies (Departments of Education, Health, Communities, and the Australian Government's Department of Education, Employment and Workforce Relations), and other government and non-government and Indigenous organisations as determined by the Steering Group.
5. A project team is being established and will include officers of key agencies (the "Project Team").

Governance of Family and Children Centres when operational:

- A governance model will be established to suit the context of each community. This will involve service providers and Indigenous Community representation.

### Consultation

Community consultation will be conducted for elements 1, 2 and 3 collectively in each of the nominated locations. Community consultation will involve Indigenous community and service providers and other relevant stakeholders.

The Department of Education will collaborate with Department of Health to ensure that the delivery of elements 1, 2 and 3 are integrated. This collaboration will be overseen by the steering committee, and through formal and regular meetings with responsible officers within the Department of Health and other State and Federal agencies.

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### ELEMENT 1: EARLY CHILDHOOD SERVICE INTEGRATION

The Children and Family Centres will provide access to quality early childhood learning and development programs through the delivery and integration of a range of services for children and their families.

The centres will provide a location for children and family services in the local community. The nature of the services provided at each location will be determined by the needs identified during Indigenous community consultations and existing service providers.

Improved integration of services for young Indigenous children and their families will enhance case management coordination and reduce duplication of services.

The services delivered through the C&FCs will reflect the needs of local Indigenous children and their families, building upon existing strengths of parents and communities to support the development of young children.

In summary, the main objectives for these centres is to improve and maintain the health, wellbeing and education outcomes for Indigenous children from birth to 5 years of age with targeted focus on the birth to 3 years age group. The aim is to improve coordination and integration of early childhood services across care, education and health services.

#### Financial Contributions:

- Commonwealth funding for Element 1 is \$42.35 million.
- Western Australian Government to provide land for buildings and other relevant support as required.

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Milestone (Essential elements)	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)	What is the estimated cost? (\$)
<b>Management – Site locations.</b>	Select locations for C&FCs 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 C&amp;FCs</li> </ul> Locations agreed: <ul style="list-style-type: none"> <li>- Halls Creek</li> <li>- Fitzroy Crossing</li> <li>- Roebourne</li> <li>- Kununurra</li> <li>- Swan (specific location to be Determined)</li> </ul>	The Department of Education (DoE) will lead site selection (overseen by Steering Committee)	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 (completed)	Data analysis and short-list of locations reviewed and agreed between Department for Communities (DfC), DoE, Department of Health (DoH), Department of Indigenous Affairs (DIA)	April 2009	
		Department of Planning and Infrastructure (DPI) will determine the allocation of land, and the Department of Building and Works will work with DoE on the building program		Ministerial agreement to agreed locations	July 2009	
		DoE to oversee joint partnership between identified State Government, Commonwealth Government and local agencies and Indigenous leaders and groups in each location	Recommendation from community (through consultation) provided to Steering Committee and endorsed for consideration by the Minister(s).	C&FC investment in RSD NP priority locations agreed with FaHCSIA	April 2009	
		Project team to consult with the Indigenous community and service providers				
DoE will liaise with: FaHCSIA, DEEWR, (Department for Communities(DfC), Department of Health (DoH), Department of Education (DOE), Department of Indigenous Affairs (DIA), Disability Services Commission (DSC), Department of Premier and Cabinet (DPC), Department for Child Protection (DCP), Department of Housing (DH) Local Government and the Non Govt sector	Agree locations with Australian Government	Commonwealth ministerial endorsement of locations	August 2009			

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Milestone (Essential elements)	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)	What is the estimated cost? (\$)
<b>Management – Building/refurbishment</b>	Identify a site within each of the prioritised locations to accommodate C&FC services  Sites selected may be appropriate for a purpose-built facility, extension of an existing service, or as a host site for mobile and outreach services	DoE will manage this process working with all relevant State Government, Commonwealth Government and local agencies.	Engagement with local Indigenous leaders, service providers and community to assess service gaps, develop service, management and governance models for each location including building design	Consultation and engagement commencement/completion	Halls Creek: Jul/Dec 2009 Fitzroy Crossing: Jul/Dec 2009	
				DESIGN		
				SERVICE MODELS & GOVERNANCE STRUCTURES	Halls Creek: Jan/June 2010 Fitzroy Crossing: Jan/June 2010	
			DESIGN SERVICE MODELS & GOVERNANCE STRUCTURES	Kununurra: July/Dec 2010 Roebourne: July/Dec 2011 Swan: July/Dec 2011		
			Negotiate co-location with schools where possible and/or practical.  Link with kindergarten establishment under State universal access strategy.  Site assessment and selection	Site selected	Halls Creek: August 2009 Fitzroy Crossing: August 2009 Kununurra: August 2010 Roebourne: August 2011 Swan: August 2011	
			Develop building scope on the basis of: - Existing service capacity - Service model requirements - Land availability and suitability - Cost	Scope completed	Halls Creek: December 2009 Fitzroy Crossing: December 2009 Kununurra: December 2010 Roebourne: December 2011 Swan: December 2011	

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Milestone (Essential elements)	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)	What is the estimated cost? (\$)
Management – Building/refurbishment			Building design and construction	Completion of building/refurbishment	Halls Creek: Quarter 4, 2010 Fitzroy Crossing: Quarter 2, 2011 Kununurra: Quarter 4, 2012 Roebourne: Quarter 4, 2013 Swan: Quarter 4, 2013	

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Milestone (Essential elements)	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)	What is the estimated cost? (\$)
<b>Service Delivery – types and/or models</b>	<p>To develop an integrated model of service delivery in each location that is responsive to local needs.</p> <p>All services will include early childhood education and care and be responsive to Indigenous community needs, including parent and family support services</p>	<p>DOE to lead service delivery modelling in consultation with:</p> <ul style="list-style-type: none"> <li>- Indigenous community stakeholders</li> <li>- departments of Health, Education &amp; Communities</li> <li>- Commonwealth departments of DEEWR, FaHCSIA.</li> <li>- local government</li> <li>- Sector stakeholders</li> </ul>	<p>It is anticipated that competent, culturally appropriate organisations will be contracted to carry out the community consultation in each location</p> <p>For each site: Service mapping:</p> <ul style="list-style-type: none"> <li>- Current available services</li> <li>- Planned and funded future services</li> <li>- Current and projected uptake of services by target group</li> </ul>	<p>Service model finalised</p>	<p>Halls Creek: June 2010 Fitzroy Crossing: June 2010 Kununurra: Dec 2010 Roebourne: Dec 2011 Swan: Dec 2011</p>	
			<p>Service gap analysis:</p> <ul style="list-style-type: none"> <li>- Additional services required</li> <li>- Identification of service duplication and overlap</li> <li>- Potential for modification of currently provided services</li> <li>- Community consultation will take place at all levels within the community, Local Government, NGOs</li> </ul>	<p>Operator selection process started/completed</p>	<p>Halls Creek: July/Dec 2010 Fitzroy Crossing: July/Dec 2010 Kununurra: Jan/June 2012 Roebourne: Jan/June 2013 Swan: Jan/June 2013</p>	
			<p>Service model development:</p> <ul style="list-style-type: none"> <li>- Review of evidence base for addressing service gaps</li> <li>- Enhance or create models of integration between services</li> <li>- Specification of initial additional services to be provided                             <ul style="list-style-type: none"> <li>- Centre-based</li> <li>- Satellite and mobile</li> <li>- Outreach</li> </ul> </li> </ul>	<p>Service commences operation</p>	<p>Halls Creek: February 2011 Fitzroy Crossing: May 2011 Kununurra: September 2012 Roebourne: September 2013 Swan: September 2013</p>	

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Milestone (Essential elements)	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)	What is the estimated cost? (\$)
Service Delivery – types and/or models Continued			<p>- Models will be able to adapt over time to respond to changing community needs Service delivery types, model selection and implementation will maximise community ownership and partnership</p>			
			<p>Select culturally competent service provider in each site with demonstrated capacity to establish effective linkages with local early childhood services, family support networks and deliver all components of the locations specific service model</p> <p>Determine most appropriate funding round to be conducted (open, targeted, negotiated) to ensure appropriate submissions are received</p> <p>Conduct funding round to attract submissions from non-government organisations that have the capacity to deliver agreed service requirements in relevant locations</p> <p>The WA Indigenous Early Childhood Development Steering Group will carry out assessment and selection of providers. (see Governance section on page 1)</p>	Operator selection process started/completed	<p>Halls Creek: July/Dec 2010 Fitzroy Crossing: July/Dec 2010 Kununurra: Jan/June 2012 Roebourne: Jan/June 2013 Swan: Jan/June 2013</p>	

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<p><b>Service Delivery – Staffing and Workforce Development</b></p>	<p>Develop a critical mass of skilled and trained workers for each site. Where practical, positions in the C&amp;FCs should be filled by suitably trained and competent indigenous staff</p> <p>Increase Indigenous employment, skill development in each location where C&amp;FC services are established</p> <p>Develop the capacity of Indigenous communities in each of the locations where C&amp;FC services are established</p>	<p>DOE to lead consultations with key staff from DfC, DOE, DoH, DIA, Disabilities Services Commission (DSC) &amp; Non Government Organisations (NGOs) and Community organisations including the Aboriginal Medical Service (AMS)</p>	<p>Attract, employ and retain local staff. This may involve:</p> <ol style="list-style-type: none"> <li>1. Provide training and support for universal service providers to strengthen their capacity to cater for the needs of a broad range of children and families</li> <li>2. Identify professional development opportunities to up-skill and retain existing workforce</li> <li>3. Develop flexible training opportunities that target Indigenous workers</li> <li>4. Engage mentors</li> </ol> <p>Identify local providers of professional development and training.(e.g. TAFE)</p> <p>Develop a workforce plan relevant to build on and identify potential opportunities for workforce growth</p> <p>Develop strategies to ensure that agencies and community organisations engage in succession planning</p> <p>Support the development of flexible training models to remove the barriers to participation for Indigenous workers</p> <p>Establish links to key universities who are developing remote training and professional development</p>	<p>Service delivery staff appointed in preparation for commencement of service</p> <p>Service delivery staff includes appropriate proportion of local Indigenous people, reflecting population of working age and capacity</p> <p>Location specific workforce plans developed</p> <p>Staff to receive ongoing professional development</p>	<p>Halls Creek: July/Dec 2010</p> <p>Fitzroy Crossing: July/Dec 2010</p> <p>Kununurra: Jan/June 2012</p> <p>Roebourne: Jan/June 2013</p> <p>Swan: Jan/June 2013</p>	

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			support via technology (e.g. Curtin University/Health Institute)			
<b>Linkages and co-ordination</b>	<p>To ensure the delivery of integrated services across Elements 1, 2 and 3, through strong interagency cooperation and consultation</p> <p>To ensure</p> <ul style="list-style-type: none"> <li>- effective linkages in each location between the C&amp;FC and relevant State or Commonwealth provided or funded services;</li> <li>- that services continue to be relevant to the local indigenous community</li> <li>- that services are best suited to contribute to improved outcomes in Indigenous early childhood development and care.</li> </ul>	<p>DOE will implement a governance framework to:</p> <ul style="list-style-type: none"> <li>- enable state-wide co-ordination</li> <li>- provide linkages to Indigenous and sector representatives</li> <li>- ensure co-ordination with initiatives under other COAG reforms</li> <li>- enable co-ordination in C&amp;FC communities</li> <li>- provide linkages to local government, regional sector and local Indigenous stakeholders</li> <li>- enable ongoing consultation to adapt the C&amp;FC service model to changing needs and service profiles in C&amp;FC communities</li> </ul>	<p>Establish (or identify) state-wide reference group for</p> <ul style="list-style-type: none"> <li>- Effective links between relevant                             <ul style="list-style-type: none"> <li>- State agency central offices</li> <li>- Commonwealth State offices</li> </ul> </li> <li>- Coordinated consultation with sector groups and Indigenous representative groups (e.g.: Aboriginal Affairs Co ordination Committee, Indigenous Early Childhood Steering Committee)</li> <li>- Development of integrated approaches in RSD communities</li> </ul> <p>Establish regional reference groups (or leverage of existing groups, e.g.: Fitzroy Futures Forum) for each location, or region if locations are in close proximity, for</p> <ul style="list-style-type: none"> <li>- Effective links between relevant                             <ul style="list-style-type: none"> <li>- local Indigenous leaders</li> <li>- Regional offices and forums</li> <li>- local government</li> </ul> </li> </ul>	Governance structures established	Halls Creek: Jan/June 2010 Fitzroy Crossing: July/Dec 2010 Kununurra: July/Dec 2010 Roebourne: July/Dec 2011 Swan: July/Dec 2011	
				Integrated service models informed by coordinated service mapping and gap analysis	Halls Creek: Jan/June 2010 Fitzroy Crossing: July/Dec 2010 Kununurra: July/Dec 2010 Roebourne: July/Dec 2011 Swan: July/Dec 2011	

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			<ul style="list-style-type: none"> <li>- Coordinated consultation and engagement with                             <ul style="list-style-type: none"> <li>- regional sector groups and consultative mechanisms, Indigenous client groups</li> <li>- Development of integrated approaches in RSD communities</li> </ul> </li> <li>- Continued linkages and coordination to advise on service model and improvements</li> </ul>	Sites selected informed by site preferences and access requirements	Halls Creek: July/Dec 2009 Fitzroy Crossing: July/Dec 2009 Kununurra: July/Dec 2010 Roebourne: July/Dec 2011 Swan: July/Dec 2011	
	Establish reference group (or use existing groups e.g.: Fitzroy Futures Forum) for each location with the capacity to link with Indigenous groups, other service providers, and academic institutions	DOE/DoH to pursue potential partnership with academic institutions	DoH & DOE to develop contact and consultation with key academics including Aboriginal researchers from WA Institute of Child Health	Reference group and partnership established	Will occur during the consultation phase	
	Audit of current services delivered by government, non government, business and private agencies	DIA has agreed to provide audit information to DfC (or another agreed consulting body) on current services and programs in each of the priority locations	Audit is provided and services are identified and updated on a quarterly basis Collect data from current Report on Government Services (ROGS) and liaise with DIA	Audit and transfer/sharing of information completed	Will occur during the consultation phase	

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	<p>Coordination of National Partnership Agreements' inputs, outputs and outcomes is achieved</p> <p>Linkages are made with related National work</p>	<p>Project Team to ensure that it has knowledge of relevant NPs and other strategic work: Implementation within WA, and how they can enhance the outputs and outcomes required for the Indigenous Children and Family Centres. Examples include:</p> <ul style="list-style-type: none"> <li>• Remote Service Delivery</li> <li>• Universal Access</li> <li>• Indigenous Early Childhood Education Framework</li> <li>• Low SES School Communities.</li> </ul>	<p>Networks with Teams responsible for implementing other NPs are developed</p> <p>Information is shared</p> <p>Opportunities to coordinate joint implementation are explored, and where viable,, implemented.</p>	<p>Outputs and Outcomes from relevant NPs support the implementation of the Indigenous Early Childhood Development NP and the Indigenous Children and Family Centres</p>	Ongoing	
Community Involvement	To ensure community development and community ownership of C&FC services		<p>Develop community consultation strategies through the regional reference groups</p> <p>For x location – building on community consultation carried out by FaHCSIA</p> <p>For x location and x location, utilising community engagement and consultation strategies developed for RSD communities</p>	<p>Consultation and engagement commencement/completion</p> <p>DESIGN</p>	<p>Halls Creek: Jul/Dec 2009 Fitzroy Crossing: Jul/Dec 2009</p>	
				<p>SERVICE MODELS &amp; GOVERNANCE STRUCTURES</p>	<p>Halls Creek: Jan/June 2010 Fitzroy Crossing: Jan/June 2010</p>	
				<p>DESIGN SERVICE MODELS &amp; GOVERNANCE STRUCTURES</p>	<p>Kununurra: July/Dec 2010 Roebourne: July/Dec 2011 Swan: July/Dec 2011</p>	
	<p>Audit of current services delivered by government, non government, business and private agencies</p>	<p>DIA to provide audit information to DfC on current services and programs in each of the priority locations</p>	<p>Audit is provided and services are identified and updated on a quarterly basis Collect data from current Report on Government Services (ROGS) and liaise with DIA</p>	<p>Audit and transfer/sharing of information completed</p>	<p>Will occur during the consultation phase</p>	

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Milestone (Essential elements)	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)	What is the estimated cost? (\$)
<b>Data and Reporting</b>	<p>To report on progress in the establishment of C&amp;FC services in :</p> <ul style="list-style-type: none"> <li>- Halls Creek</li> <li>- Fitzroy Crossing</li> <li>- Roebourne</li> <li>- Kununurra</li> <li>- Swan</li> </ul>		<p>Progress reporting on agreed outputs</p> <p>Community consultation to generate baseline data &amp; provision of comparative data demonstrating:</p> <p>increased proportion of Indigenous three and four year olds participating in quality early childhood education and development and child care services;</p> <p>increased proportion of Indigenous children attending the Children and Family Centres who go on to attend school regularly;</p> <p>increased proportion of Indigenous children and families accessing a range of services offered at or <i>through</i> Children and Family Centres, including but not limited to childcare, early learning, child and maternal health, and parent and family support services;</p> <ul style="list-style-type: none"> <li>- Establishment of a minimum of 5 Children and Family Centres in urban, regional and remote areas with high Indigenous populations and disadvantage commencing progressively from Quarter 4, 2010</li> </ul>	<p>Community consultation:</p> <ul style="list-style-type: none"> <li>- Consultation schedule completed</li> </ul> <p>Service model development:</p> <ul style="list-style-type: none"> <li>- Service maps, service gap analysis, consultation re service modification and integration, specification of location-based C&amp;FC services</li> </ul>	<p>Summary of community consultation activity –</p> <p>January 2010:</p> <ul style="list-style-type: none"> <li>➢ Halls Creek and Fitzroy crossing.</li> </ul> <p>August 2010:</p> <ul style="list-style-type: none"> <li>➢ Kununurra</li> </ul> <p>Summary of service model development</p> <p>January 2010:</p> <ul style="list-style-type: none"> <li>➢ Halls Creek and Fitzroy crossing</li> </ul> <p>August 2010:</p> <ul style="list-style-type: none"> <li>➢ Kununurra</li> </ul>	
				<p>Service establishment:</p> <ul style="list-style-type: none"> <li>- Workforce profile</li> <li>- Infrastructure profile</li> </ul>	<p>Summary of workforce and infrastructure characteristics</p> <p>August 2010:</p> <ul style="list-style-type: none"> <li>➢ Halls Creek and Fitzroy crossing</li> </ul> <p>January 2011:</p> <ul style="list-style-type: none"> <li>➢ Kununurra</li> </ul>	

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			<ul style="list-style-type: none"> <li>- Provision of early learning, child care and parent and family support services to Indigenous families at or through each of the Children and Family Centres</li> </ul> <p>Ensure funding agreements (with NGOs) include relevant reporting and data quality requirements</p>			
<b>Risk Management</b>	To monitor issues, identify risks and develop mitigation strategies for the implementation of the National Partnerships and establishment and operation of each C&FC.	DOE in conjunction with major stakeholders: DoH, DIA, Building Management and Works	<p>Development of state-wide risk management plan, to include:</p> <ul style="list-style-type: none"> <li>- state-wide co-ordination risks</li> <li>- communication and engagement risks</li> <li>- risks relating to other relevant COAG reforms</li> </ul> <p>Development of location specific risk management plans, to include:</p> <ul style="list-style-type: none"> <li>- site and building risks</li> <li>- service provider risks</li> <li>- workforce risks</li> <li>- community ownership risks</li> <li>- service fit risks</li> </ul> <p>Establishment of state-wide and regional reference groups</p> <p>Development of community consultation and engagement strategy</p> <p>Monitoring and reporting strategies to highlight risks</p>	<p>Risk matrix developed for state- wide and location specific risks</p> <p>Community consultation commenced</p>	<p>Risk matrices developed</p> <p>Halls Creek: January 2010</p> <p>Fitzroy Crossing: January 2010</p> <p>Kununurra: January 2011</p> <p>Roebourne: January 2011</p> <p>Swan: January 2011</p>	

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<b>Summary of Milestones and Commonwealth Payments – Western Australia</b>			
<b>Element 1 – Establishment of 5 Children and Family Centres</b>			
<b>Reporting Period</b>	<b>Agreed Milestones for the Period</b>	<b>Basis of Payment</b>	<b>Commonwealth Payment Amount *</b>
<b>Facilitation Payment - January 2009</b>			\$2.53m
<b>Facilitation Payment –January 2010</b>			\$8.00m
Jan –June 2009	<ul style="list-style-type: none"> <li>• Data analysis and short list of locations reviewed and agreed between Western Australian agencies</li> <li>• Halls Creek                             <ul style="list-style-type: none"> <li>➤ 2008 scoping report evaluated in consultation with stakeholders</li> </ul> </li> </ul>	Receipt of Annual Report 31 August 09 describing achievement against Milestones	
July – Dec 2009	<ul style="list-style-type: none"> <li>• Halls Creek                             <ul style="list-style-type: none"> <li>➤ Consultation and engagement commenced</li> <li>➤ Site selected</li> <li>➤ Design agreed</li> </ul> </li> <li>• Fitzroy Crossing                             <ul style="list-style-type: none"> <li>➤ Consultation and engagement commenced</li> <li>➤ Site selected</li> <li>➤ Design agreed</li> </ul> </li> </ul>	Receipt of Progress Report 31 January 09 describing achievement against Milestones	Total: \$1.7m

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Reporting Period	Agreed Milestones for the Period	Basis of Payment	Commonwealth Payment Amount *
Jan –June 2010	<ul style="list-style-type: none"> <li>• Halls Creek                             <ul style="list-style-type: none"> <li>➤ Service model finalised</li> <li>➤ Governance structures established</li> <li>➤ Tender awarded</li> <li>➤ Construction commenced</li> </ul> </li>   <li>• Fitzroy Crossing                             <ul style="list-style-type: none"> <li>➤ Scoping report finalised</li> <li>➤ Service model finalised</li> <li>➤ Governance structures established</li> <li>➤ Tender awarded</li> </ul> </li> </ul>		Total: \$2.57m
July – Dec 2010	<ul style="list-style-type: none"> <li>• Halls Creek                             <ul style="list-style-type: none"> <li>➤ Building completed</li> <li>➤ Operator selection</li> </ul> </li>   <li>• Fitzroy Crossing                             <ul style="list-style-type: none"> <li>➤ Construction commenced</li> <li>➤ Operator selection</li> </ul> </li>   <li>• Kununurra                             <ul style="list-style-type: none"> <li>➤ Scoping report finalised</li> <li>➤ Site selected</li> <li>➤ Design agreed</li> <li>➤ Service model finalised</li> <li>➤ Governance structures established</li> </ul> </li> </ul>		Total: \$4.2m

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Reporting Period	Agreed Milestones for the Period	Basis of Payment	Commonwealth Payment Amount *
Jan –June 2011	<ul style="list-style-type: none"> <li>• Halls Creek                             <ul style="list-style-type: none"> <li>➤ Commence Operation</li> </ul> </li>   <li>• Fitzroy Crossing                             <ul style="list-style-type: none"> <li>➤ Building completed</li> </ul> </li>   <li>• Kununurra                             <ul style="list-style-type: none"> <li>➤ Tender awarded</li> </ul> </li> </ul>		Total: \$3.3m
July – Dec 2011	<ul style="list-style-type: none"> <li>• Halls Creek                             <ul style="list-style-type: none"> <li>➤ Maintain operation</li> </ul> </li>   <li>• Fitzroy Crossing                             <ul style="list-style-type: none"> <li>➤ Commence Operation</li> </ul> </li>   <li>• Kununurra                             <ul style="list-style-type: none"> <li>➤ Construction commenced</li> </ul> </li>   <li>• Roebourne                             <ul style="list-style-type: none"> <li>➤ Scoping report finalised</li> <li>➤ Site selected</li> <li>➤ Design agreed</li> <li>➤ Service model finalised</li> <li>➤ Governance structures established</li> </ul> </li> </ul>		

CHILDREN AND FAMILY CENTRES INDIGENOUS EARLY CHILDHOOD NATIONAL PARTNERSHIP

	<ul style="list-style-type: none"> <li>• Swan <ul style="list-style-type: none"> <li>➤ Scoping report finalised</li> <li>➤ Site selected</li> <li>➤ Design agreed</li> <li>➤ Service model finalised</li> <li>➤ Governance structures established</li> </ul> </li> </ul>		Total: \$4.15
<b>Reporting Period</b>	<b>Agreed Milestones for the Period</b>	<b>Basis of Payment</b>	<b>Commonwealth Payment Amount *</b>
Jan –June 2012	<ul style="list-style-type: none"> <li>• Halls Creek <ul style="list-style-type: none"> <li>➤ Maintain operation</li> </ul> </li> <li>• Fitzroy Crossing <ul style="list-style-type: none"> <li>➤ Maintain operation</li> </ul> </li> <li>• Kununurra <ul style="list-style-type: none"> <li>➤ Operator selection</li> </ul> </li> </ul>		Total: \$1.0m
July – Dec 2012	<ul style="list-style-type: none"> <li>• Halls Creek <ul style="list-style-type: none"> <li>➤ Maintain operation</li> </ul> </li> <li>• Fitzroy Crossing <ul style="list-style-type: none"> <li>➤ Maintain operation</li> </ul> </li> <li>• Kununurra <ul style="list-style-type: none"> <li>➤ Building completed</li> <li>➤ Commence operation</li> </ul> </li> </ul>		

CHILDREN AND FAMILY CENTRES INDIGENOUS EARLY CHILDHOOD NATIONAL PARTNERSHIP

	<ul style="list-style-type: none"> <li>• Roebourne             <ul style="list-style-type: none"> <li>➤ Tender awarded</li> <li>➤ Construction commenced</li> </ul> </li> <li>• Swan             <ul style="list-style-type: none"> <li>➤ Tender awarded</li> <li>➤ Construction commenced</li> </ul> </li> </ul>		Total: \$6.0m
<b>Reporting Period</b>	<b>Agreed Milestones for the Period</b>	<b>Basis of Payment</b>	<b>Commonwealth Payment Amount *</b>
Jan –June 2013	<ul style="list-style-type: none"> <li>• Halls Creek             <ul style="list-style-type: none"> <li>➤ Maintain operation</li> </ul> </li> <li>• Fitzroy Crossing             <ul style="list-style-type: none"> <li>➤ Maintain operation</li> </ul> </li> <li>• Roebourne             <ul style="list-style-type: none"> <li>➤ Operator selection</li> </ul> </li> <li>• Swan             <ul style="list-style-type: none"> <li>➤ Operator selection</li> </ul> </li> </ul>		Total: \$1.1m
July – Dec 2013	<ul style="list-style-type: none"> <li>• Halls Creek             <ul style="list-style-type: none"> <li>➤ Maintain operation</li> </ul> </li> <li>• Fitzroy Crossing             <ul style="list-style-type: none"> <li>➤ Maintain operation</li> </ul> </li> </ul>		

CHILDREN AND FAMILY CENTRES INDIGENOUS EARLY CHILDHOOD NATIONAL PARTNERSHIP

	<ul style="list-style-type: none"> <li>• Kununurra                             <ul style="list-style-type: none"> <li>➤ Maintain operation</li> </ul> </li> <li>• Roebourne                             <ul style="list-style-type: none"> <li>➤ Building completed</li> <li>➤ Commence operation</li> </ul> </li> <li>• Swan                             <ul style="list-style-type: none"> <li>➤ Building completed</li> <li>➤ Commence operation</li> </ul> </li> </ul>		Total: \$5.3m
<b>Reporting Period</b>	<b>Agreed Milestones for the Period</b>	<b>Basis of Payment</b>	<b>Commonwealth Payment Amount *</b>
Jan-June 2014	<ul style="list-style-type: none"> <li>• Halls Creek                             <ul style="list-style-type: none"> <li>➤ Maintain operation</li> </ul> </li> <li>• Fitzroy Crossing                             <ul style="list-style-type: none"> <li>➤ Maintain operation</li> </ul> </li> <li>• Kununurra                             <ul style="list-style-type: none"> <li>➤ Maintain operation</li> </ul> </li> <li>• Roebourne                             <ul style="list-style-type: none"> <li>➤ Commence operation</li> </ul> </li> <li>• Swan                             <ul style="list-style-type: none"> <li>➤ Commence operation</li> </ul> </li> </ul>		Total: \$2.5m
<b>Total Australian Government Payment</b>			<b>\$42.35</b>

CHILDREN AND FAMILY CENTRES INDIGENOUS EARLY CHILDHOOD NATIONAL PARTNERSHIP

- 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 relevant milestone.

<b>\$ in millions</b>	<b>2008/2009</b>	<b>Jan 2010 facilitation payment</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>Total</b>
<b>NP phasing</b>	<b>\$2.53</b>	<b>0</b>	<b>\$10.79</b>	<b>\$9.81</b>	<b>\$7.98</b>	<b>\$5.62</b>	<b>\$5.62</b>	<b>\$42.35</b>
<b>Milestone phasing</b>	<b>\$2.53</b>	<b>\$8.0</b>	<b>\$4.27</b>	<b>\$7.5</b>	<b>\$5.15</b>	<b>\$7.1</b>	<b>\$7.8</b>	<b>\$42.35</b>