

MINISTER FOR COMMUNITY SERVICES

OVERVIEW

Agency	2008-09 Budget \$m	2009-10 Budget \$m	Variation %
Department of Community Services			
Total Expenses	1,348.6	1,568.3	16.3
Capital Expenditure	29.8	29.0	-2.7
Total, Minister for Community Services	1,348.6 29.8	1,568.3 29.0	16.3 -2.7

DEPARTMENT OF COMMUNITY SERVICES

The Department of Community Services promotes and enhances the safety and wellbeing of children, young people and their families and provides services that support and strengthen the community.

To achieve these outcomes, the Department works closely with other government and non-government agencies, and within the legal framework set by the *Children and Young Persons (Care and Protection) Act 1998*, the *Community Welfare Act 1987* and the *Adoption Act 2000*.

RESULTS AND SERVICES

The Department has lead agency responsibility for working with partner agencies to deliver the following State Plan priorities:

- ◆ F6: Increased proportion of children with skills for life and learning at school entry.
- ◆ F7: Reduced rates of child abuse and neglect.

The Department seeks to achieve the following results:

- ◆ People who experience natural or other disasters are supported to recover and to resume self-sufficient living.
- ◆ Children and young people at significant risk, and their families, are supported so children reach their developmental milestones without ongoing involvement in the child protection system.

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- ◆ Where a child or young person is at significant risk and the Department determines that it must intervene, the child or young person and any relevant siblings are safe and their normal development paths are maintained following intervention.
- ◆ Children or young people who are removed from their family are cared for in a safe and stable placement where development milestones are achieved and are successfully restored to their families where appropriate.

Key services provided by the Department that contribute to these results include:

- ◆ community development and capacity building, crisis support and disaster recovery services
- ◆ prevention and early intervention services that give early support to vulnerable families, with particular focus on those with very young children
- ◆ statutory child protection services in accordance with the requirements of the child protection legislation and
- ◆ out-of-home care services for children and young people whose ongoing care means that they are unable to live at home.

The key services provided by the Department, and the ways in which they are expected to contribute to these results are set out in the following table:

Service Groups	2009-10 Budget Expenses \$m	Results			
		People who experience disasters are supported to recover and resume self-sufficient living	Children and young people reach developmental milestones	Children and young people are safe following DoCS' intervention	Children/young people removed from their family are cared for in a safe and well-functioning placement
Community Services	197.5	✓	✓		
Prevention and Early Intervention	321.0	✓	✓	✓	
Statutory Child Protection	421.5		✓	✓	
Out-of-Home Care	628.3		✓	✓	✓
Total Expenses Excluding Losses	1,568.3				

RECENT ACHIEVEMENTS

A major five year funding package ended in 2007-08 and increased the Department's expenses to over \$1.3 billion in 2008-09. During this period significant improvements were made to the child protection system in New South Wales. However, there were also significant increases in demand, with the number of children reported and referred for assessment having risen by more than 7 per cent per year since 2001-02.

In November 2007, the Special Commission of Inquiry into Child Protection Services in New South Wales was announced. The Commission was charged with investigating changes needed to make the child protection system more effective and to meet future levels of demand. The Commission's report was released in November 2008 and included wide-ranging recommendations requiring a whole-of-government response.

The Government's response, *Keep Them Safe: A shared approach to child wellbeing*, was released in March 2009. The plan emphasises that child protection is a responsibility that must be shared across the government and non-government sectors. *Keep Them Safe* aims to help families and communities to resolve problems earlier, to focus support to the needs of a family and to enhance family capacity to look after children. The plan involves an investment of \$750 million over 2009-2014 to implement reforms to child protection reporting and assessment, and expand services provided by Government and non-government agencies.

In 2008-09 the Department worked to improve the safety and wellbeing of children and young people through a range of initiatives:

- ◆ The Department reached a net increase of 1,025 caseworkers over 2002 numbers as provided under the reform package.
- ◆ As part of improving casework practices, the Department has developed case practice standards and guides to assist quality reviews of Community Services Centres.
- ◆ About 60 per cent of the Department's budget was used to purchase contracted services for clients, mainly from non-government organisations (NGOs). All contracted services in the Brighter Futures early intervention program and approximately 50 per cent of contracted out-of-home care programs are now performance-based and regularly monitored.

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- ◆ The Preschool Investment and Reform Plan (PIRP) entered a new phase with significant funding reform and new investment. A new funding model allocated funding of \$10.2 million under the PIRP combined with \$2 million from the Australian Government Universal Access to Early Childhood Education (ECE) program. This allowed increased funding to 51 per cent of community preschools in New South Wales. By December 2010, an extra 10,500 children will be provided with access to subsidised preschool programs through combined PIRP funding of \$21 million and new ECE funding of \$21.3 million in 2009-10.
- ◆ The Department continued development of a regulatory framework for outside school hours care services in New South Wales that will apply to over 1,400 before and after school care services and over 1,100 vacation services. The Department anticipates undertaking consultation on the regulation of standards in June 2009.
- ◆ The Department began to license school-based children's services in New South Wales. Department of Education and Training (DET) preschools in the metropolitan western and south western regions were the first 85 services to be licensed. Licensing of DET and other school-based services will continue in 2009 and 2010.
- ◆ An evaluation of the Intensive Aboriginal Family Based Services program demonstrated its success in reducing out-of-home care placements. Reforms arising from the evaluation are underway, including better referral and post intervention pathways.

STRATEGIC DIRECTIONS

*The Department has both lead and shared responsibilities for actions in the \$750 million *Keep Them Safe* package, as well as implementing National Partnerships with the Commonwealth and ongoing responsibilities. Significant initiatives in 2009-10 include:*

Strengthening the universal and targeted service system

- ◆ expanding the Brighter Futures early intervention program delivered by the NGO sector by more than 320 places for children (\$27 million over the next four years) and completing a program evaluation by September 2010 as a basis for further reforms

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- ◆ better supporting Aboriginal children and their families by strengthening the referral pathway to Brighter Futures from the Aboriginal Maternal and Infant Health Strategy
- ◆ reviewing the Supporting Children with Additional Needs program to focus on improving participation in children's services for children with disabilities
- ◆ contributing NSW expertise to the national reform agenda including a national quality framework for children's services, a national early years workforce strategy and a national child protection framework
- ◆ improving disaster recovery operations to support a streamlined welfare response to an emergency, under the NSW State Disaster Plan (\$5.3 million over the next four years)

Better protection for children at risk

- ◆ implementing policies, procedures and training to give effect to the new legislative 'risk of significant harm' threshold for reporting, information sharing and changes to Children's Court proceedings
- ◆ developing a Common Assessment Framework for use across agencies working with children and young people where concerns exist for their safety, welfare and wellbeing (\$1 million in 2009-10 to 2010-11)
- ◆ improving support to caseworkers assessing complex risk factors by expanding the work of the Drug and Alcohol Expertise Unit to include mental health and domestic violence issues, in cooperation with the Department of Health (\$4.8 million over the next four years)
- ◆ contributing to an alternative dispute resolution model for use prior to and during care proceedings, to improve decision-making about the care and protection of children and reduce conflict over care proceedings (up to \$3.7 million over the next four years)
- ◆ extending Intensive Aboriginal Family Based Services to around 180 more places for Aboriginal children (\$12 million over the next four years), to be delivered by NGOs
- ◆ piloting an extension of Intensive Family Preservation Services, available to Aboriginal and non-Aboriginal families, to around 420 places for children (\$23 million over the next four years), to be delivered by NGOs

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- ◆ extending permanency planning to Aboriginal and older children in out-of-home care to increase the number of children and young people who are restored to their families, placed in stable lasting placements or adopted
- ◆ continuing support for children and young people in out-of-home care, and reviewing arrangements with NGO providers, including the need for building capacity in NGOs, improving contracting and performance monitoring and appropriate mechanisms for data collection and accountability (more than \$440 million in total over the next four years, with more than \$250 million for increased NGO services)

Changing practice and systems

- ◆ developing, testing and using Structured Decision Making tools at the Helpline and investigating their extension to Community Services Centres to increase consistency in child protection decisions
- ◆ reviewing casework practice at the Helpline and Community Services Centres against case practice standards and guides to assure quality and guide professional development
- ◆ implementing policies and procedures to support out-of-home care accreditation by the Children's Guardian

Better supporting Aboriginal children and families

- ◆ developing strategic partnerships with Aboriginal organisations and communities with a long-term view to increasing their capacity to deliver services appropriate to the needs of their communities, including better support of foster and kinship carers
- ◆ piloting a new model of consultation with Aboriginal NGOs to determine the best ways of keeping Aboriginal children and young people safe in accordance with Aboriginal placement principles. In the pilot, the Department aims to gain input and involvement from the Aboriginal community on individual child protection decisions concerning Aboriginal children, while retaining responsibility (\$6 million over the next four years)
- ◆ procuring office accommodation for rollout of the Safe Families program to four communities in the Orana Far West region, as part of the Government's response to the Aboriginal Child Sexual Assault Taskforce report

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- ◆ working with other NSW and Australian Government agencies to establish nine Indigenous Child and Family Centres across New South Wales under the National Partnership on Indigenous Early Childhood Development. The centres will deliver a mix of services including child care, early learning and parent and family support services and will be established in partnership with Aboriginal communities

Strengthening partnership across the community services sector

- ◆ undertaking a major review of funding to NGOs delivering universal, secondary and tertiary services to children and young people and their families, to transparently allocate funds according to consistent standards and criteria, and improve funding and accountability arrangements and
- ◆ improving services for people who are homeless or at risk of homelessness to implement the NSW Homelessness Action Plan and the National Partnership on Homelessness. The Department's initiatives will be directed towards street to home initiatives for chronic homeless people (rough sleepers) and support for them to sustain their tenancies.

2009-10 BUDGET INITIATIVES

Total Expenses

Total expenses for 2009-10 for the Department are estimated at \$1.6 billion, an increase of \$220 million or 16 percent on the 2008-09 budget. This includes:

- ◆ \$110 million to meet the costs of an increased number of children entering the out-of-home care system, of which \$50 million is being provided under *Keep Them Safe*. Over \$60 million of the total increase will be for NGO services contracted from 2008-09
- ◆ \$46 million to implement other actions set out in *Keep Them Safe* including \$3 million to expand the Brighter Futures early intervention program, \$6 million for Intensive Family Preservation services (\$3 million to increase services specifically for Aboriginal families and \$3 million to introduce broader based services), \$1.5 million to pilot a new model to support Aboriginal families and involve Aboriginal NGOs in child protection decisions, \$14.8 million for process redesign, decision-support tools and specialist training and support to implement the reforms in the Department and across the sector, \$15.6 million for Helpline and caseworker positions, and \$1.3 million for Disaster Recovery operations and

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- ◆ \$21.3 million to provide universal access to quality early childhood education in the year before full time schooling under the National Partnership on Early Childhood Education.

Capital Expenditure

The Department's \$29 million capital program includes:

- ◆ \$11.8 million for caseworker accommodation in 20 sites in regional and remote areas. The project will address Occupational Health and Safety and security issues for frontline staff
- ◆ \$9.6 million for a major redesign of the Key Information Directory System which is the Department's key client information system. This is a prerequisite and/or facilitator for a number of *Keep Them Safe* initiatives
- ◆ \$3.8 million for minor works including maintenance, computer/printer replacement and to ensure information technology systems are aligned with business needs
- ◆ \$2.7 million for accommodation for the Safe Families Program for Aboriginal communities in the Orana Far West region of New South Wales
- ◆ \$703,000 for the development of a Children's Services Integrated Licensing System and
- ◆ \$250,000 to identify records management needs and guide the development of an Electronic Document and Records Management System.

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RESULT INDICATORS

People who experience disasters are supported to recover and to resume self-sufficient living

	Units	2006-07 Actual	2007-08 Actual	2008-09 Forecast	2008-09 Revised	2009-10 Forecast
<u>Result Indicators:</u>						
Supported Accommodation Assistance Program clients with only one support period per year	%	74.3	76.2	79.1	76.2	76.2

This indicator shows the effectiveness of Supported Accommodation services in helping clients to become independent, and the availability of ongoing accommodation and support services for these clients in the community. Based on National Data Collection Agency data, the figure for 2006-07 was corrected when data for that year became available in June 2008.

Children/young people are safe following DoCS' intervention

	Units	2006-07 Actual	2007-08 Actual	2008-09 Forecast	2008-09 Revised	2009-10 Forecast
<u>Result Indicators:</u>						
Average number of reports per child reported in a year	no.	2.31	2.32	2.32	2.32	2.32

This indicator contributes to the measurement of State Plan Priority F7. The target is to reduce the underlying rate of child abuse and neglect in New South Wales over the course of the plan. This indicator is a proxy for a measure being developed - percentage of re-reports after DoCS (appropriate) action which raise the same or similar concerns.

Children/young people removed from their family are cared for in a safe and stable placement

	Units	2006-07 Actual	2007-08 Actual	2008-09 Forecast	2008-09 Revised	2009-10 Forecast
<u>Result Indicators:</u>						
Children on a final care and protection order who have had five or more placements in their lives, for: All children in Out-Of-Home Care (OOHC)	%	21.2	21.0	16.7	21.0	21.0
Children under age five in OOHC	%	4.3	4.7	3.4	4.7	4.7

Children generally experience better outcomes if they have fewer placements as they can bond with their carers. Initially, changes may be needed while a final placement is sought.

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SERVICE GROUP STATEMENTS

20.1 Community Services

Service Description: This service group covers whole-of-government initiatives in community development and support services (especially for families and young children). It includes transitional support and accommodation services to children, young people and adults who are homeless or at risk of homelessness, and disaster welfare assistance to families and communities that experience natural and other disasters.

Linkage to Results: This service group contributes to strong communities that have the ability to identify and resolve problems and provide an environment for everyone, including families and children, to reach their full potential, by working towards a range of intermediate results that include:

- ◆ clients who have required temporary accommodation do not become, or cease to be, homeless
- ◆ interaction between young people and their families and community is positive and
- ◆ the incidence and severity of violence against women and families declines.

	Units	2006-07 Actual	2007-08 Actual	2008-09 Forecast	2008-09 Revised	2009-10 Forecast
<u>Service Measures:</u>						
Clients receiving assistance under the Supported Accommodation Assistance Program (SAAP)	thous	25.3	37.7	25.3	37.7	37.7
Calls to the Domestic Violence Line	thous	23.3	23.3	23.3	23.3	23.3
<u>Employees:</u>	FTE	126	130	133	142	138

2008-09		2009-10
Budget \$000	Revised \$000	Budget \$000

Financial Indicators:

Total Expenses Excluding Losses		194,881	197,057	197,473
Total expenses include the following:				
Community development and capacity building		46,318	42,179	42,276
Crisis support services		122,594	125,632	127,288
Employee related expenses		12,929	13,566	13,350
NET COST OF SERVICES		193,204	193,829	194,224
CAPITAL EXPENDITURE		105	1,982	1,369

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SERVICE GROUP STATEMENTS (CONT)

20.2 Prevention and Early Intervention

Service Description: This service group covers the provision of support, including case management, referrals and parenting information, for young children and their families identified as at-risk. It includes planning for and providing funds towards the delivery of early childhood services, including licensing and monitoring of child care services.

Linkage to Results: This service group contributes to children, young people and their families reaching development milestones without ongoing involvement in the child protection system, by working towards a range of intermediate results that include:

- ◆ children at moderate risk and at-risk families are identified before any statutory intervention
- ◆ appropriate assessment and intervention is applied and
- ◆ capacity to parent is improved and children's normal development path is maintained.

<u>Service Measures:</u>	Units	2006-07 Actual	2007-08 Actual	2008-09 Forecast	2008-09 Revised	2009-10 Forecast
Children engaged or in Brighter Futures program	no.	n.a.	6,515	6,100	7,500	7,820
Families who:						
Entered Brighter Futures	no.	n.a.	1,940	3,000	2,000	2,200
Exited Brighter Futures	no.	n.a.	718	1,500	1,400	2,000
DoCS licensed child care places per day	thous	146.1	150.8	148.7	150.8	150.8
DoCS funded and licensed child care places per day ^(a)	thous	46.0	45.9	48.6	46.0	46.0

(a) From 2009-10, information on the participation of preschool-aged children in preschool programs will be collected, consistent with the National Partnership on Early Childhood Education (ECE). ECE funding of \$21.3 million in 2009-10 is expected to increase the number of children who attend preschool programs in places already licensed by the Department, and they are not shown by this indicator.

<u>Employees:</u>	FTE	371	507	520	745	722
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In 2008-09 the Department refined its assignment of caseworkers to specific programs, and revised the basis for attributing costs to Service Groups.

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SERVICE GROUP STATEMENTS (CONT)

20.2 Prevention and Early Intervention (cont)

	2008-09		2009-10
	Budget	Revised	Budget
	\$000	\$000	\$000
<u>Financial Indicators:</u>			
Total Expenses Excluding Losses	263,236	284,242	321,021
Total expenses include the following:			
Pre-school and child care services	140,521	142,103	164,246
Contracted early intervention services	49,131	38,250	49,870
Employee related expenses	50,255	71,162	69,855
NET COST OF SERVICES	262,540	283,433	319,996
CAPITAL EXPENDITURE	4,977	5,596	4,579

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SERVICE GROUP STATEMENTS (CONT)

20.3 Statutory Child Protection

Service Description: This service group covers responses to reports of harm or risk to children, assessment and investigation of reports of child abuse and neglect, development of case plans with clients and assistance to clients to meet case plan goals, initiation and support of court action where appropriate, and working with other agencies to ensure that the safety, welfare and wellbeing of children are assured.

Linkage to Results: This service group contributes to children/young people being safe following DoCS' intervention, either at home or in a safe, well functioning stable placement, by working towards the intermediate result that capacity to parent is improved and children's normal development path is maintained.

		2006-07	2007-08	2008-09	2008-09	2009-10
	Units	Actual	Actual	Forecast	Revised	Forecast
<u>Service Measures:</u>						
Children reported to DoCS ^(a)	thous	123.7	130.7	141.0	135.0	135.0
Child protection reports	thous	286.0	303.1	326.3	314.0	314.0
Child protection reports referred to CSC/JIRT for further assessment	thous	201.2	209.0	216.1	217.0	217.0
Average waiting time to talk to a caseworker when calling the Helpline	mins	3	3	3	3	3

(a) The Department is not forecasting a change in children reported or total reports until the new legislative reporting threshold is in place and its impact is known.

<u>Employees:</u>	FTE	1,982	2,182	2,242	2,121	2,227
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In 2008-09 the Department refined its assignment of caseworkers to specific programs, and revised the basis for attributing costs to Service Groups.

	2008-09		2009-10
	Budget	Revised	Budget
	\$000	\$000	\$000

Financial Indicators:

Total Expenses Excluding Losses	395,199	378,430	421,539
Total expenses include the following:			
Contracted Child Protection Services	80,141	82,366	89,832
Employee related expenses	217,352	202,600	217,183
NET COST OF SERVICES	389,825	374,410	414,176
CAPITAL EXPENDITURE	16,105	18,321	16,241

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SERVICE GROUP STATEMENTS (CONT)

20.4 Out-of-Home Care

Service Description: This service group covers a range of out-of-home care (OOHC) services, such as foster care and kinship care for children separated from their parents, monitoring and review of placements, recruiting and supporting carers, and support for young people who have exited care. Restoration of children to their usual carers is facilitated where appropriate. It includes planning and monitoring funding to non-government organisations to deliver services to children and young people in care, and regulating and providing adoption services.

Linkage to Results: This service group contributes to children/young people being safe following DoCS' intervention by working towards a range of intermediate results that include:

- ◆ children are in a safe, well functioning stable placement or
- ◆ children are successfully restored to their family unit where appropriate.

<u>Service Measures:</u>	Units	2006-07 Actual	2007-08 Actual	2008-09 Forecast	2008-09 Revised	2009-10 Forecast
Children in OOHC at year end Real annualised (one full year in placement) expenditure per child in:	thous	12.7	14.7	15.6	16.7	18.7
High and complex needs OOHC	\$000	151	113	147	122	122
Kinship care	\$000	24	24	28	24	24
DoCS foster care	\$000	26	29	29	29	29
NGO foster care	\$000	33	41	32	42	42
Average cost, all children	\$000	32	35	35	35	35
<u>Employees:</u>	FTE	896	1,043	1,071	1,142	1,123

In 2008-09 the Department refined its assignment of caseworkers to specific programs, and revised the basis for attributing costs to Service Groups.

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SERVICE GROUP STATEMENTS (CONT)

20.4 Out-of-Home Care (cont)

	2008-09		2009-10
	Budget	Revised	Budget
	\$000	\$000	\$000
<u>Financial Indicators:</u>			
Total Expenses Excluding Losses	495,242	589,397	628,261
Total expenses include the following:			
Contracted residential care and support	173,891	239,370	242,858
Foster care allowances and associated expenses	171,810	191,249	222,242
Employee related expenses	103,913	109,085	109,008
NET COST OF SERVICES	492,740	587,418	626,009
CAPITAL EXPENDITURE	8,569	9,757	6,849

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	2008-09		2009-10
	Budget	Revised	Budget
	\$000	\$000	\$000
OPERATING STATEMENT			
Expenses Excluding Losses			
Operating expenses -			
Employee related	384,449	396,413	409,396
Other operating expenses	141,637	151,766	173,563
Depreciation and amortisation	23,000	23,386	28,197
Grants and subsidies	623,438	682,251	727,261
Other expenses	176,034	195,310	229,877
Total Expenses Excluding Losses	1,348,558	1,449,126	1,568,294
Less:			
Retained Revenue			
Sales of goods and services	696	195	1,832
Investment income	2,388	1,624	1,661
Grants and contributions	5,525	6,275	9,213
Other revenue	1,640	2,344	1,183
Total Retained Revenue	10,249	10,438	13,889
Gain/(loss) on disposal of non current assets	...	(202)	...
Other gains/(losses)	...	(200)	...
NET COST OF SERVICES	1,338,309	1,439,090	1,554,405
RECURRENT FUNDING STATEMENT			
Net Cost of Services	1,338,309	1,439,090	1,554,405
Recurrent Services Appropriation	1,299,456	1,392,731	1,512,147
CAPITAL EXPENDITURE STATEMENT			
Capital Expenditure	29,756	35,656	29,038
Capital Works and Services Appropriation	21,256	27,156	26,378

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	2008-09		2009-10
	Budget \$000	Revised \$000	Budget \$000
BALANCE SHEET			
ASSETS			
Current Assets			
Cash assets	12,394	11,208	12,928
Receivables	13,284	10,173	10,090
Total Current Assets	25,678	21,381	23,018
Non Current Assets			
Property, plant and equipment - Land and building*	71,511	55,226	53,452
Plant and equipment	70,078	71,754	67,587
Intangibles	4,522	16,897	23,362
Total Non Current Assets	146,111	143,877	144,401
Total Assets	171,789	165,258	167,419
LIABILITIES			
Current Liabilities			
Payables	25,667	36,883	37,424
Provisions	40,021	34,988	35,241
Total Current Liabilities	65,688	71,871	72,665
Non Current Liabilities			
Provisions	183	199	199
Other	10,850	20,052	20,052
Total Non Current Liabilities	11,033	20,251	20,251
Total Liabilities	76,721	92,122	92,916
NET ASSETS	95,068	73,136	74,503
EQUITY			
Reserves	56,289	35,351	35,351
Accumulated funds	38,779	37,785	39,152
TOTAL EQUITY	95,068	73,136	74,503

* 19 properties were transferred to the State Property Authority in November 2008.

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	2008-09		2009-10
	Budget \$000	Revised \$000	Budget \$000
CASH FLOW STATEMENT			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	366,989	373,872	391,126
Grants and subsidies	623,438	682,251	727,261
Other	378,701	402,456	461,387
Total Payments	1,369,128	1,458,579	1,579,774
Receipts			
Sale of goods and services	696	195	1,832
Interest	2,115	1,351	1,661
Other	66,102	67,956	68,197
Total Receipts	68,913	69,502	71,690
NET CASH FLOWS FROM OPERATING ACTIVITIES	(1,300,215)	(1,389,077)	(1,508,084)
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	8,500	1,320	317
Purchases of property, plant and equipment	(29,256)	(25,956)	(18,225)
Other	(500)	(9,700)	(10,813)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(21,256)	(34,336)	(28,721)
CASH FLOWS FROM GOVERNMENT			
Recurrent appropriation	1,299,456	1,392,731	1,512,147
Capital appropriation	21,256	27,156	26,378
Cash transfers to Consolidated Fund	...	(119)	...
NET CASH FLOWS FROM GOVERNMENT	1,320,712	1,419,768	1,538,525
NET INCREASE/(DECREASE) IN CASH	(759)	(3,645)	1,720
Opening Cash and Cash Equivalents	13,153	14,853	11,208
CLOSING CASH AND CASH EQUIVALENTS	12,394	11,208	12,928
CASH FLOW RECONCILIATION			
Net cost of services	(1,338,309)	(1,439,090)	(1,554,405)
Non cash items added back	40,184	45,386	45,444
Change in operating assets and liabilities	(2,090)	4,627	877
Net cash flow from operating activities	(1,300,215)	(1,389,077)	(1,508,084)