

Appendix 7 Redfern/Waterloo Anti-Drug Strategy Update – March 2004

REDFERN/WATERLOO ANTI-DRUG STRATEGY UPDATE - MARCH 2004

Issue	Actions	Lead Agency	Update
<p>1. Illegal criminal activities related to drug usage in Redfern and Waterloo.</p>	<p>1.1 Collect intelligence to:</p> <ul style="list-style-type: none"> ▪ facilitate operations which target drug dealers; ▪ identify demographic characteristics of transient drug using population. <p>1.2 Undertake Police operations which target:</p> <ul style="list-style-type: none"> ▪ drug dealers who frequent The Block and in Waterloo; ▪ drug houses on The Block; ▪ drug dealers who operate in and around the public housing estates; ▪ drug houses that operate out of the public housing estates; ▪ transient persons who travel into Redfern and Waterloo to purchase drugs; ▪ licensed premises frequented by drug dealers. <p>1.3 Implement bail condition protocols to prevent persons who do not live in Redfern or Waterloo from returning to area whilst they are on remand.</p> <p>1.4 Proactive policing around Redfern Station and The Block to turn away transient persons intending to obtain drugs.</p> <p>1.5 Develop a more intensive case management approach to persons on parole who are drug users known to the Local Area Command.</p> <p>1.6 New high risk offender legislation, Bail Amendment (Repeat Offenders) Act 2002 implemented in Redfern and Waterloo.</p> <p>1.7 'High Visibility Policing' implemented in Redfern and Waterloo based upon intelligence and thematic mapping of crime.</p>	<p>LAC, SC</p> <p>LAC, SC</p> <p>LAC</p> <p>LAC, SC</p> <p>P&P, LAC</p> <p>LAC, SC</p> <p>LAC</p>	<p>Commenced October 2002/On-going</p> <p>Commenced October 2002/On-going</p> <p>On-going</p> <p>Commenced Dec 2002</p> <p>Increased move on orders, drug detection, in January 2003</p> <p>Corrective Services have advised that Probation & Parole have intensive case management plan in place</p> <p>December 2002</p> <p>Commenced October 2002</p> <p>November 2002/ increase in intelligence & arrests Jan 2003</p>

Issue	Actions	Lead Agency	Update
2. Redfern MERIT (Magistrates Early Referral Into Treatment) Program	<p>2.1 As an adjunct to the CSAHS MERIT Steering Committee, a sub-committee be established to facilitate the introduction of Redfern MERIT. Stakeholders invited to participate on this group will include:</p> <ul style="list-style-type: none"> ▪ Redfern Aboriginal Medical Service; ▪ Redfern Aboriginal Legal Service; ▪ NSW Legal Aid Commission; ▪ NSW Attorney-General's Department; ▪ NSW Health Department ▪ NSW Police Service; and ▪ local Magistrates and related staff. <p>2.2 Funding approved to establish Redfern MERIT.</p> <p>2.3 Additional staff appointed to support the expansion of MERIT in Redfern.</p> <p>2.4 Police from Redfern LAC (and related LACs) to participate in MERIT training.</p> <p>2.5 Redfern MERIT commences operation.</p>	<p>CSAHS</p> <p>Health</p> <p>CSAHS</p> <p>CSAHS, LAC</p> <p>CSAHS, AGs</p>	<p>Inaugural Redfern MERIT Steering Committee Meeting held 16 December 2002.</p> <p>Allocated on 9th December 2002</p> <p>Commenced January 2003.</p> <p>Commenced February 2003</p> <p>Commenced March 2003</p>
3. Other Policing Issues	<p>3.1 Review the role and operation of the Aboriginal Community Liaison Officers (ACLOs) in Redfern.</p> <p>3.2 Increase visible presence of ACLOs in 'hotspots' eg The Block.</p> <p>3.3 Develop six week shift roster allocating ACLOs to key areas in Redfern and Waterloo.</p> <p>3.4 Develop a program to provide direction and support to ACLOs on engagement strategies with the Aboriginal community.</p> <p>3.5 Monitor performance of ACLOs.</p> <p>3.6 Recruitment action taken to fill all positions at South Sydney PCYC.</p> <p>3.7 Positions at South Sydney PCYC to be filled by LAC during temporary vacancies.</p>	<p>LAC</p> <p>LAC</p> <p>LAC</p> <p>LAC</p> <p>LAC</p> <p>COMM</p> <p>LAC</p>	<p>Conducted November 2002</p> <p>Commenced November 2002</p> <p>Commenced December 2002</p> <p>Commenced December 2002</p> <p>On-going</p> <p>Commenced Feb 2003</p> <p>On-going</p>

Issue	Actions	Lead Agency	Update
3. Other Policing Issues (continued)	<p>3.8 Redfern Police Bike Patrol Unit to be put into operation. Initial focus will be young people.</p> <p>3.9 Provide funding to assist in the purchasing of Redfern Police Bike Patrol Unit uniforms.</p>	<p>LAC</p> <p>RWPP</p>	<p>Bike Course mid Feb 2003</p> <p>Course commenced</p>
4. Redfern Railway Station	<p>4.1 Sniffer dogs service deployed at Redfern Railway Station.</p> <p>4.2 Increased coverage of Transit Police at Redfern Railway Station.</p> <p>4.3 As part of the planning process for the redevelopment of Redfern Railway Station, community safety concerns to be addressed in the design phase.</p> <p>4.4 'No Loitering' signs to be erected outside Redfern Railway Station.</p> <p>4.5 Review and, if necessary, upgrade CCTV on Redfern Railway Station.</p> <p>4.6 Review role of SRA security personnel located at Redfern Railway Station to achieve greater integration with the new policing strategies being implemented by the LAC.</p>	<p>LAC</p> <p>IMRC</p> <p>SRA, SSSC</p> <p>SSCC</p> <p>SRA</p> <p>SRA and LAC</p>	<p>December 2002, January 2003</p> <p>November 2002/On-going</p> <p>Ongoing 2003-2007</p> <p>signage on loitering erected by State Rail as Council have no responsibility for such signs</p> <p>Review occurred in February 2003 estimated cost if re-cabling required \$20,000</p> <p>Commenced December 2002</p>
5. Drug Information and Resources including Treatment Options	<p>5.1 Develop resource kit and information handout to:</p> <ul style="list-style-type: none"> ▪ give to transient persons who are turned away by Police at Redfern Station; ▪ be used by LAC when known drug users are held at the Redfern Police Station pending being charged. <p>5.2 Resource kit/information handout given to drug users.</p> <p>5.3 In conjunction with the Redfern Community Drug Action Team, identify strategies for how services (including non-government organisations) can support drug users to access appropriate services.</p>	<p>CSAHS, LAC</p> <p>LAC</p> <p>CSAHS, PDCDS</p>	<p>Worker commenced</p> <p>began process February 2003</p> <p>February 2003 ongoing</p> <p>February - March 2003</p> <p>CDAT meetings to address</p>

Issue	Actions	Lead Agency	Update
<p>6. Initiatives to Focus on At Risk Families and Young People</p>	<p>6.1 Establish a Government/non-Government Street Team to focus on young people and children at risk:</p> <ul style="list-style-type: none"> ▪ finalise and implement model; ▪ negotiate appropriate industrial instrument with relevant Unions and Labour Council; ▪ develop protocols and procedures including OH&S protocol; and ▪ commence operations. <p>6.2 Establish an Intensive Family Support Service targeting families who do not engage with traditional services:</p> <ul style="list-style-type: none"> ▪ model finalised and Expression of Interest invited; ▪ non government organisation selected to provide service; and ▪ commence operation. <p>6.3 Employment of In Home Support for Aboriginal Families Workers (2):</p> <ul style="list-style-type: none"> ▪ Expression of Interest invited; ▪ non government organisations selected to provide service; and ▪ commence operation. <p>6.4 Employment of Family Counsellors (2) for families of culturally and linguistically diverse backgrounds:</p> <ul style="list-style-type: none"> ▪ Expression of Interest invited; ▪ non government organisations selected to provide service; and ▪ commence operation. 	<p>RWPP, DOCS RWPP, PSMO, DOCS, CSAHS DOCS, CSAHS DOCS, CSAHS DOCS</p> <p>DOCS DOCS NGO</p> <p>DOCS DOCS NGO</p> <p>DOCS DOCS NGO</p>	<p>Street Team operational Industrial agreement signed Protocols operational January 2003 NGO selection finalised January 2003 Health secondments to DOCS occurred</p> <p>NGO Barnardos selected, announcement February 2003</p> <p>EOI process October 2002 Mudgin-Gal selected January 2003 announcement February 2003</p> <p>EOI commenced October 2002 Selection Centacare May 2003</p>
<p>7. Environmental Factors to be Addressed on The Block</p>	<p>7.1 Development Application (DA) lodged to demolish derelict buildings being used as shooting galleries.</p> <p>7.2 DA approval expedited by:</p> <ul style="list-style-type: none"> ▪ waiving heritage assessment; and ▪ undertaking a structural engineering assessment of the impact of the proposed demolition on the remaining buildings. <p>7.3 Houses demolished and rubbish/rubble removed.</p>	<p>AHC SSCC AHC</p>	<p>finalised</p> <p>Finalised Nov 2002</p> <p>Carried out January 2003</p>

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7. Environmental Factors to be Addressed on The Block (continued)	<p>7.4 Other dilapidated properties to be assessed and, if found to be a concern to community safety, orders be issued to repair or demolish the building.</p> <p>7.5 Owner of the privately owned parcel of vacant land on corner of Lawson Street & Little Eveleigh Street be approached to fence area with open style fencing.</p>	SSCC	Demolition finalised
8. Clean up of the areas in and around The Block.	<p>8.1 Undertake an immediate clean up of used needles in and around The Block.</p> <p>8.2 On-going clean up of used needles in and around The Block. The clean up strategy will:</p> <ul style="list-style-type: none"> ▪ ensure that both the private and public space in and around The Block are covered; ▪ specify the tasks to be undertaken and ensure they are delivered in a safe and appropriate manner; ▪ specify the times and frequency of when the cleaning is to take place; ▪ detail the area, by streets, that is to be covered by the strategy; ▪ include measures to assess whether the clean up has met agreed performance standards. <p>8.3 Implement on-going quality assurance program for the clean up of used needles.</p>	CSAHS CSAHS	<p>Carried out October 2002</p> <p>CSAHS provide 7 day clean up on Block 6.30 am and at 4.30pm on some days.</p> <p>Cleaning Contractors Nuplex Medisnart commenced Dec 2002</p> <p>Performance Standards monitored monthly</p> <p>Contract specifications developed in private and public spaces- areas specified</p> <p>Contractors carried out clean up post demolition.</p>
	<p>8.4 Notice of demolition of derelict houses to be given to CSAHS at least one week prior to the demolition being carried out to allow for clean up of used needles.</p> <p>8.5 Conduct a clean up of used needles in derelict housing on The Block, which are owned by the AHC, immediately prior to their being demolished.</p>	AHC CSAHS	
8. Clean up of the areas	8.6 On-going clean up of household waste in and around The Block. The clean up will:	SSCC	Ongoing in relation to public

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in and around The Block (continued).	<ul style="list-style-type: none"> ▪ ensure that both the private and public space around The Block is covered; ▪ specify the tasks to be undertaken and ensure they are delivered in a safe and appropriate manner; ▪ specify the times and frequency of when the cleaning is to take place; ▪ detail the area, by streets, that is to be covered by the strategy; ▪ include measures to assess whether the clean up has met agreed performance standards. 	SSCC	space around block On going
8.7	Implement on-going quality assurance program the clean up of household waste.	SSCC	On-going
9. Health Outcomes	<p>9.1 Protocols established to ensure that people held in custody at Redfern Police Station, who are clients of the Corrections Health Service, are referred to the appropriate Caseworker.</p> <p>9.2 Memorandum of Understanding established to exchange information on issues related to drugs and care and protection of children and young people in Redfern and Waterloo.</p>	LAC, CH RWPP, CSAHS, LAC, DOCS, DOH, DAA	Corrections will negotiate with LAC RWPP negotiating MOU with Privacy Commissioner May 2003

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<p>10. Public Health Management</p>	<p>10.1 Develop and implement a comprehensive education program, targeting intravenous drug users, on the changes to the operating arrangements of the Mobile Needle and Syringe Program operating on The Block and on the availability of health and welfare services.</p> <p>10.2 Provide a needle and syringe service with an overdose management response team from a van in and around The Block from 10am – 3pm, Monday – Friday and from 10am – 11.30am and 3pm-5pm on weekends. The van will be moved to the corner of Abercrombie and Hudson Streets from 3pm – 5pm, Monday – Friday.</p> <p>10.3 Subject to the implementation of the policing strategies (outlined in Section 1 –4) and following the completion of the education program referred to in 10.1, change the hours of the Mobile Needle and Syringe Program located on The Block to operate from to 10am – 3pm, Monday – Friday and from 10am – 11.30am and 3pm-5pm on weekends. The service would include an overdose management response team.</p> <p>10.4 Within 1 month of successful implementation of 10.3, undertake an interim evaluation of the impact of the changes and report back to the Community Solutions and Crime Prevention Cabinet Sub-Committee on the Strategy and on the feasibility of further reducing the hours of the mobile needle and syringe service from The Block.</p> <p>10.5 Convene a meeting between the Aboriginal Medical Service (AMS), Redfern, Central Sydney Area Health Service (CSAHS) and the Aboriginal Housing Company (AHC) to:</p> <ul style="list-style-type: none"> ▪ develop a letter of intent between the AMS, CSAHS and AHC to work collaboratively to improve health outcomes for residents on the Block; ▪ reach agreement on locating a health/overdose management response team from the AHC offices. <p>10.6 Examine the feasibility of establishing a health/overdose management response team operating from the AHC building on the Block.</p>	<p>CSAHS</p> <p>CSAHS</p> <p>CSAHS</p> <p>RWPP, CSAHS, DOH</p> <p>RWPP</p> <p>CSAHS, AMS, AHC</p>	<p>Completed December 2003 Signage displayed on Van Information given to clients prior to changes</p> <p>2003 OD management commenced</p> <p>2003 OD management strategy and Communication strategy</p> <p>RWPP met with DG Health in 2003 RWPP will support CSAHS in implementing evaluation</p> <p>on Block by AMS in collaboration with AHC</p>

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10. Public Health Management (continued)	<p>10.7 Following completion of 10.6, assess suitability of appropriate sites at which to locate the van which is to provide the proposed new needle and syringe service for The Block (10.3). Sites to be assessed will include:</p> <ul style="list-style-type: none"> ▪ Hugo Street, opposite Wilsons Brothers site; ▪ corner of Abercrombie and Hudson Streets. <p>10.8 Examine the feasibility of establishing a program to provide free needles, syringes and sterile water for injecting drug use through selected local retail pharmacies in Redfern and Waterloo.</p> <p>10.9 Develop a review process to evaluate and assess if the new arrangements for issuing needles and syringes on the Block need to be varied following the implementation of the Redfern/Waterloo Anti-Drug Strategy.</p> <p>10.10 As part of a review of revised arrangements for the provision of needles and syringes on the Block, evaluate the changed demand patterns comparative to the needs in Waterloo.</p> <p>10.11 Implement and monitor strategy to reduce the number of needles provided per presentation on The Block.</p>	<p>CSAHS, RW/PP</p> <p>CSAHS, DOH</p> <p>CSAHS</p> <p>CSAHS</p> <p>CSAHS</p>	<p>Meeting with RW/PP, CSAHS will move forward on relocation when alternatives negotiated re needle service options</p> <p>ongoing discussions have occurred between CSAHS and Health Department</p> <p>Feasibility assessment occurring between NSW Pharmacy Guild and NSW Health February 2003</p> <p>CSAHS conducting review of needs in areas.</p> <p>Clients informed of reduced number of needles per presentation, sign on van includes changes, requests for large numbers of needles referred to REPIDU</p> <p>Health OD response team will provide information</p>

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<p>11. Young People and Children</p>	<p>11.1 Establish and deliver an integrated Sports Development Program with appropriate partners including sporting associations. Activities to be delivered will include cricket, tennis, rowing and little athletics.</p> <p>11.2 Develop protocols between Department of Juvenile Justice, Police and DOCS for an integrated case management approach for the 20-25 most high risk young people Redfern and Waterloo.</p> <p>11.3 Through the Youth Intervention and Development Program, fund activities which target the most high risk young people Redfern and Waterloo. Activities will include camps, mentoring and one to one intensive case management.</p> <p>11.4 Convene a meeting between the Sydney Kings and the National Aboriginal Sports Corporation Australia and appropriate NSW Government agencies to explore the feasibility of establishing an anti-drugs and mentoring program which targets young people in Redfern and Waterloo.</p> <p>11.5 Develop and run a twilight basketball competition to be run from the South Sydney PCYC for young people and children.</p> <p>11.6 Provide transportation for 'at-risk' young people living in and around The Block to attend recreational activities at the South Sydney PCYC after school and on holidays.</p> <p>11.7 Monitor youth enhancement funding to ensure that an appropriate range of programs are delivered outside of normal business hours.</p>	<p>ASCSSDP</p> <p>DOCS, LAC, DJJ</p> <p>RWPP</p> <p>Kings, NASCA</p> <p>Kings, NASCA, PCYC</p> <p>PCYC</p> <p>DOCS</p>	<p>On-going December 2002 program in place January 2003</p> <p>March 2003 awaits Exchange of info MOU</p> <p>Camps commenced with police December 2002/ on-going program will be coordinated through an innovative model in 2003</p> <p>Held December 2002</p> <p>Commenced January 2003/On-going</p> <p>Discussions between Housing and RWPP and LAC designed to increase activities held in February 2003 On-going</p> <p>Additional agencies involved On-going</p>

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12. Community Safety Plan	<p>12.1 Establish a Community Safety Task Force to lead the development of a Community Safety Plan for Redfern and Waterloo.</p> <p>12.2 Develop a draft Community Safety Plan for community consultation.</p> <p>12.3 Consult with the community on draft Plan and amend accordingly.</p> <p>12.4 Adopt draft Community Safety Plan and recommend to Attorney-General.</p> <p>12.5 Approve Redfern/Waterloo Community Safety Plan and provide a seeding grant under the Safer Community Compact to assist with the implementation of the Plan.</p> <p>12.6 Evaluate development and implementation of Redfern/Waterloo Community Safety Plan.</p>	<p>RWPP</p> <p>CSTF</p> <p>CSTF</p> <p>RWPP, SSCC</p> <p>AG</p> <p>RWPP</p>	<p>Established October 2002</p> <p>Ongoing. Community Safety workshop held 17 December 2002 including Community Safety Taskforce.</p> <p>On target for April – May 2003</p> <p>May 2003</p> <p>June 2003</p> <p>On-going</p>
13. Community Safety Audit – The Block	<p>13.1 Evaluate the Community Safety Audit which was recently completed for the area in and around The Block and act on the recommendations:</p> <ul style="list-style-type: none"> ▪ upgrade of street lighting in the following locations: <ul style="list-style-type: none"> ♦ Holden Street; ♦ Caroline Street; ♦ Hugo Street; ♦ Ivy Lane; ♦ Lawson Street; ♦ Abercrombie Street; and ♦ Little Eveleigh Street. ▪ upgrade footpaths/pathways in the following locations: <ul style="list-style-type: none"> ♦ Lawson Street; ♦ Little Eveleigh Street; ♦ Abercrombie Street; and ♦ Yellowmundie Park. ▪ trim trees in the following locations: <ul style="list-style-type: none"> ♦ 130, 142, 143 & 150 Little Eveleigh Street; ♦ Yellowmundie Park; ♦ Louis Street, western side; ♦ Ivy Lane; and ♦ Hugo Street Park; 	<p>SSCC,</p> <p>SSCC</p> <p>SSCC</p>	<p>Lighting issues identified in Community Safety Audit November 2002 repaired</p> <p>Lawson Street resurfaced identified in Community Safety Audit February 2003</p> <p>November 2002 –completed February 2003</p>

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<p>13. Community Safety Audit – The Block (continued)</p>	<ul style="list-style-type: none"> ▪ implement a program of general maintenance of public amenity; ▪ graffiti to be removed in the following locations: <ul style="list-style-type: none"> ♦ Ivy Lane; ♦ Louis Street; ♦ Caroline Lane; ♦ Caroline Street; ♦ Holden Street; ♦ Pemulway Park; ♦ Eveleigh Street; ♦ Vine Street; ♦ Yellowmoundie Park; ♦ Abercrombie Street; and ♦ Little Eveleigh Street; ▪ erect street signage in the following locations: <ul style="list-style-type: none"> ♦ Vine and Abercrombie Street; ♦ Caroline and Abercrombie Street; ♦ Ivy Lane and Abercrombie Street; ♦ Holden Street; and ♦ Eveleigh Lane; ▪ directional signage to be erected outside Redfern Station including signs to: <ul style="list-style-type: none"> ♦ Sydney University; ♦ Redfern Shops; ♦ Australian Technology Park. ▪ strengthen illegal parking and abandoned vehicle provisions in the following locations: <ul style="list-style-type: none"> ♦ No Standing Zones on and around Lawson Street; and ♦ northern side of Eveleigh. <p>13.2 Refer those community safety recommendations not able to be immediately implemented, to the Redfern/Waterloo Community Safety Taskforce for consideration.</p>	<p>SSCC SSCC</p> <p>SSCC</p> <p>SSCC</p> <p>SSCC</p> <p>RTA, SSCC, LAC</p> <p>SSCC</p>	<p>On-going November 2002 – February 2003/On-Going</p> <p>New signage in place in February 2003</p> <p>March 2003</p> <p>December 2002- March 2003</p>
<p>14. Other Community</p>	<p>14.1 Develop a schedule for undertaking Community Safety Audits across Redfern and</p>	<p>SSCC, LAC</p>	<p>September 2002</p>

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Safety Audits	<p>Waterloo.</p> <p>14.2 Undertake Community Safety Audits in Redfern and Waterloo including within the public housing estates.</p> <p>14.3 Review the recommendations of the Community Safety Audits.</p> <p>14.4 Implement the recommendations of the Community Safety Audits.</p> <p>14.5 Incorporate issues arising out of the Community Safety Audits into Redfern/Waterloo Community Safety Plan.</p>	<p>SSCC, DOH, LAC</p> <p>CSTF</p> <p>Various Agencies</p> <p>CSTF</p>	<p>Audits undertaken - September 2002</p> <p>Community Safety Audit reports prepared February 2003</p> <p>Council contacted agencies February for implementation before June 2003</p> <p>February 2003/On-going</p>
15. Relocation of Fact Tree Youth Service	<p>15.1 Engage RESITECH to develop relocation brief for which identifies requirements for new temporary youth facility for the Fact Tree away from licensed premises.</p> <p>15.2 Locate premises.</p> <p>15.3 Relocate service.</p> <p>15.4 Develop an Integrated Youth Services Facilities Plan for Redfern and Waterloo.</p>	<p>RWPP, DOH</p> <p>RESITECH</p> <p>FACT</p> <p>RWPP</p>	<p>Completed December 2002</p> <p>Unable to locate suitable premises 2003</p> <p>Deferred until Human Services Review completed</p>

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16. Redevelopment of The Block	16.1 Prepare RED (Redfern, Eveleigh, Darlington) Strategic Framework. 16.2 Prepare Master Plan and LEP amendment for the Block. 16.3 Process Master Plan and LEP amendment. 16.4 Approve RED Strategic Framework. 16.5 Arrange financing package. 16.6 Finalise design for proposed development and prepare/process DA. 16.7 Issue Construction Certificate. 16.8 Commence construction.	PlanningNSW AHC SCCC PlanningNSW, RWPP AHC AHC, SCCC SCCC AHC	January-June 2003 January-May 2003 May-August 2003 July 2003 December 2003 Aug 03-April 04 May-June 2004 July 2004
17. Community Information Strategy	17.1 Develop a Community Information Strategy, which informs the local community about the Redfern and Waterloo Anti-Drug Strategy. 17.2 Implement Community Information Strategy including a holding community fair with an anti-drug focus on The Block.	RWPP RWPP, PDCDS, AHC	RWPP Report presented to Premier for endorsement outlining key achievements January 2003 Key elements being prepared as baseline information for Community Information Strategy from Report as Information sheets due for completion February 2003

Acronyms Used in Redfern/Waterloo Anti-Drug Strategy

AG	Attorney-General
AGs	Attorney General's Department
AHC	Aboriginal Housing Company Ltd
AMS	Aboriginal Medical Service, Redfern
APCSSDP	Alexandria Park Community School Sports Development Program
CH	Corrections Health, Department of Corrective Services
COMM	Commissioner of Police
CSAHS	Central Sydney Area Health Service
CSTF	Community Safety Taskforce
DAA	Department of Aboriginal Affairs
DOCS	Department of Community Services
DOH	Department of Health
EA	Energy Australia
FACT	Fact Tree Youth Service
Housing	Department of Housing
IMRC	Inner Metropolitan Regional Command
DJJ	Department of Juvenile Justice
KINGS	Sydney Kings
LAC	Local Area Command, NSW Police Service
NASCA	National Aboriginal Sports Corporation Australia
NGO	Non-Government Organisation – the provider of the relevant service
P&P	Probation and Parole Service, Department of Corrective Services
PCYC	South Sydney Police and Community Youth Club
PDCDS	Premier's Department, Community Drugs Strategies
PSMO	Public Sector Management Office, Premier's Department
RESITECH	RESITECH, Residential Technologies Australia, Department of Housing
RWPP	Redfern/Waterloo Partnership Project, Premier's Department
SC	State Command, NSW Police Service
SRA	State Rail Authority of NSW
SSCC	South Sydney City Council

Source: *Redfern/Waterloo Anti-Drug Strategy Update – March 2004*, Submission 55, NSW Government, pp349-362