

# Family and Community Services 2017-18 ANNUAL REPORT

**Volume 1** Performance and activities report



# Letter to the Ministers

**The Hon. Prudence (Pru) Goward MP**

Minister for Family and Community Services

Minister for Social Housing

Minister for the Prevention of Domestic Violence and Sexual Assault

Parliament House

Sydney NSW 2000

**The Hon. Ray Williams MP**

Minister for Disability Services

Minister for Multiculturalism

Parliament House

Sydney NSW 2000

**The Hon. Tanya Davies MP**

Minister for Women

Minister for Ageing

Minister for Mental Health

Parliament House

Sydney NSW 2000

Dear Ministers

I am pleased to submit the *Department of Family and Community Services Annual Report 2017–18* for presentation to the NSW Parliament.

This report was prepared in accordance with the provisions of the *Annual Reports (Departments) Act 1985*, the *Annual Reports (Statutory Bodies) Act 1984* and applicable regulations, and the *Public Finance and Audit Act 1983*.

After the report is presented to Parliament, it will be available for public access on the Family and Community Services (FACS) website at [facs.nsw.gov.au](http://facs.nsw.gov.au).

Yours sincerely



**Michael Coutts-Trotter**

Secretary

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# About this report

The FACS Annual Report details the operations and financial performance of the Department of Family and Community Services (FACS), the Aboriginal Housing Office (AHO) and the NSW Land and Housing Corporation (LAHC) for 2017–18 in accordance with the requirements of the *Annual Reports (Departments) Act 1985*, the *Annual Reports (Statutory Bodies) Act 1984* and applicable regulations, and the *Public Finance and Audit Act 1983*.

This report consists of three volumes:

## **Volume 1: Performance and activities report**

Reviews and reports on activities and performance for FACS, AHO and LAHC.

## **Volume 2: Audited financial statements**

Department of Family and Community Services consolidated financial statements, including:

- Department of Family and Community Services (Parent Financial Report)
- John Williams Memorial Charitable Trust

Aboriginal Housing Office financial statements

NSW Land and Housing Corporation financial statements

Home Purchase Assistance Fund financial statements.

## **Volume 3: Funds granted to non-government organisations 2017–18**

All volumes of this report are available on the FACS website at [facs.nsw.gov.au](https://facs.nsw.gov.au)

# Secretary's message



Like every year, 2017–18 had its ups and downs. Among the more significant of these were:

- More families are making sustained changes to keep children safe. The proportion of children re-reported at risk of significant harm within one year of achieving case plan goals fell by 5.3 percentage points, putting us on track to achieve the Premier's Priority of decreasing this measure by 15 per cent by 2020.
- More children are staying safely at home. We assumed 812 fewer children into care, including 316 fewer Aboriginal children. This is a 27 per cent reduction on 2016–17, a 44 per cent reduction on 2015–16 and significantly better than the best-case scenario contained in the Tune report on the NSW care system.
- There were a record 140 adoptions from care and 293 children found permanent homes through guardianship.
- We invested \$18 million to recruit 75 new caseworkers and 66 new casework support workers, we introduced a new NSW Practice Framework and our caseworkers saw 26,196 children at risk of significant harm – more than in all but one of the past seven years.
- Our initial introduction of ChildStory, a new technology platform to support our staff to work with children at risk and their families, was marred by ineffective re-training of our staff and initial support. We have made – and continue to make – improvements to training, support and the platform itself to ensure ChildStory will realise its potential in 2018–19.
- Supporting people who are homeless or at risk of homelessness by investing \$198 million in Specialist Homelessness Services (SHS) and \$8.2 million to expand the Premier's Youth Initiative to prevent young people leaving OOH from becoming homeless.
- Delivering the second full year of Future Directions, including progress on Communities Plus sites such as awarding the contract to redevelop the Ivanhoe Estate, announcement of expressions of interest for Telopea and announcing the redevelopment of the Redfern site, providing 107 new and refurbished dwellings under the Social and Affordable Housing Fund and transferring the management of 730 social housing properties to the community housing sector.
- Continuing to deliver the Millers Point sales program, which, as at 30 June 2018, had funded a total of 1,381 social housing units including 1,092 completed and 289 currently under construction across the wider Sydney area, the Illawarra and the North Coast of NSW.
- Ensuring the majority of people with disability who previously received support from the NSW Government transitioned to the NDIS. As at 30 June 2018, 94,400 people in NSW were eligible for the scheme, of whom 86,200 had an approved plan – a further 3,600 children were in the Early Childhood Early Intervention (ECEI) gateway, and the remainder were in the planning process.
- Maintaining supported living arrangements by successfully transferring over 5,400 staff, 425 group homes and respite facilities, and over 3,000 clients to the non-government sector.
- Finalising an agreement with the Commonwealth for the ongoing funding and operation of the NDIS that will see an estimated \$6.5 billion investment in disability in NSW in 2018–19, almost triple what it was when NSW was the first jurisdiction to commit to the NDIS in 2012.
- Achieving an increase in employee engagement among FACS staff despite the sweeping changes in our department and a four-fold increase in the average number of Aboriginal people applying each month for child protection jobs in FACS.

A handwritten signature in black ink, appearing to read 'M. Coutts-Trotter'. The signature is fluid and cursive, with a large initial 'M' and a stylized 'T'.

**Michael Coutts-Trotter**  
Secretary

# Part 1 About Family and Community Services



# 1.1 Who we are and what we do

The Department of Family and Community Services (FACS), works with children, adults, families and communities to improve lives and help people realise their potential. We collaborate with our government and non-government partners and local communities to focus on prevention, where possible, while providing targeted assistance to those most in need.

## Contribution to Premier's and State Priorities

FACS is the lead cluster for delivering on the Premier's and State Priorities to:

- decrease the percentage of children and young people re-reported at risk of significant harm by 15 per cent by 2020
- increase the proportion of young people who successfully move from Specialist Homelessness Services to long-term accommodation to more than 34 per cent by 2019
- increase the number of households successfully transitioning out of social housing by five per cent over three years
- successfully transition participants and resources to the National Disability Insurance Scheme (NDIS) by July 2018.

FACS contributes to the Premier's Priority to:

- reduce the proportion of domestic violence perpetrators re-offending by 25 per cent by 2021.

## Our strategic direction

The FACS Strategic Plan 2017–2021 supports our vision that 'all people are empowered to live fulfilling lives and achieve their potential in inclusive communities'.

Using our capabilities and influence we will help to ensure:



More children are safe at home with their families



Aboriginal children, families and communities are provided with culturally appropriate support so that they can thrive



More people have safe, stable places to live



Our staff feel they have the support they need to do well in their roles so they can change people's lives



People are in charge of their own lives and feel a real sense of choice and control



# Delivering State Outcomes

During 2017–18 FACS was responsible for delivering the following four State Outcomes:

## Enabling families to live independently



Delivering community-level and early intervention supports to enable those in need of assistance to live independently within society.

## Protecting vulnerable people from harm



Providing targeted support and services to those who are vulnerable and at risk at home, or face challenges, so that they can actively participate in the community.

## Ongoing support for vulnerable people



Providing specialist advice services and wraparound support to assist the most vulnerable in our community. Services include social housing, permanency support and out-of-home care (OOHC) for vulnerable children and young people.

## People with disability live independently



Supporting people with disability, their families and carers and the NGOs that support them in the final transition to a new, more person-centred system under the NDIS.

During 2017–18 we continued to progress landmark reforms, including:

- **The Aboriginal Outcomes Strategy** – a FACS-wide commitment to addressing the overrepresentation of Aboriginal people across our services by improving outcomes for Aboriginal people
- **National Disability Insurance Scheme** – a transformational reform to enable people with disability, their families and carers to access individually tailored and flexible supports so they can achieve their goals and participate fully in their communities
- **NSW Practice Framework** – a framework, launched in September 2017, that guides FACS child protection work with children and families in NSW, incorporating the principles, values, mandates, approaches and systems that unite our work and put children and families at the forefront
- **Their Futures Matter** – a whole-of-government strategy to improve outcomes for vulnerable children, young people and their families by reforming the child protection system
- **Permanency Support Program** – a landmark reform to the child protection and OOHC system that focuses on improving the safety, permanency and wellbeing of vulnerable children and young people through embedding an investment approach, performance-based contracts with funded service providers, and flexible child-focused and family-focused supports to meet individual children’s case plan goals
- **Future Directions for Social Housing in NSW** – the NSW Government’s vision for transforming the social housing system by providing more social housing and more opportunities and incentives to help people improve their life circumstances
- **NSW Homelessness Strategy** – a coordinated, system-wide response that addresses the root causes of homelessness and focuses on prevention and early intervention responses
- **Commissioning for Better Outcomes** – a transformation in FACS’s role, from being an agency that provides services directly, to one that commissions our non-government partners to deliver better outcomes for the people we serve
- **ChildStory** – an information technology system that aims to improve child safety by placing the child at the centre of their story, building around them a network of family, carers, caseworkers and service providers that work collaboratively, with each other and the child, to keep them safe

- **NSW Ageing Strategy 2016–2022** – NSW Government’s commitment to respond to the opportunities and challenges of an ageing population which is as diverse as the wider community. Through extensive consultation, five priority areas were identified which are the focus of the Strategy; Health and Wellbeing, Working and Retiring, Housing Choices, Getting Around and Inclusive Communities
- **NSW Women’s Strategy 2018–2022** – the development of the Strategy is the NSW Government’s commitment to enhancing the safety and wellbeing of women and girls, and leading the advancement of women’s equality and economic opportunities. The Strategy will build on this work and continue the focus on driving economic and social change for women and girls in NSW
- **NSW Domestic and Family Violence Blueprint for Reform 2016–2021** – released in 2016, the Blueprint sets the direction over five years for a domestic violence system that will prevent violence, intervene early with vulnerable communities, support victims, hold perpetrators accountable, and deliver evidence-based, quality services to make victims safer and support their recovery
- **NSW Sexual Assault Strategy 2018–2021** – released on 6 July 2018 following extensive public consultation throughout the drafting process during 2017–18, this whole of government strategy addresses prevention and early intervention, trauma informed support, healing for victims and survivors and proper accountability for perpetrators.

## 1.2 Our structure

In 2017–18, the FACS cluster included the following entities:

### Department of Family and Community Services

In 2017–18, the department was comprised of:

- 15 districts grouped into two clusters (Southern and Western cluster and Northern cluster) supporting vulnerable people and families; and
- three divisions:
  - Commissioning – developing strategy and policy, and commissioning services from the non-government sector and FACS' internal service delivery
  - Disability – preparing and supporting people with disability for the NDIS and supporting people with disability to live in their own homes and participate in the community
  - Corporate Services – delivering efficient and effective strategic corporate, financial and shared services to enable and improve frontline services and commissioning.

### Other FACS entities

The following entities are also located within the FACS cluster and are reported within the FACS Annual Report:

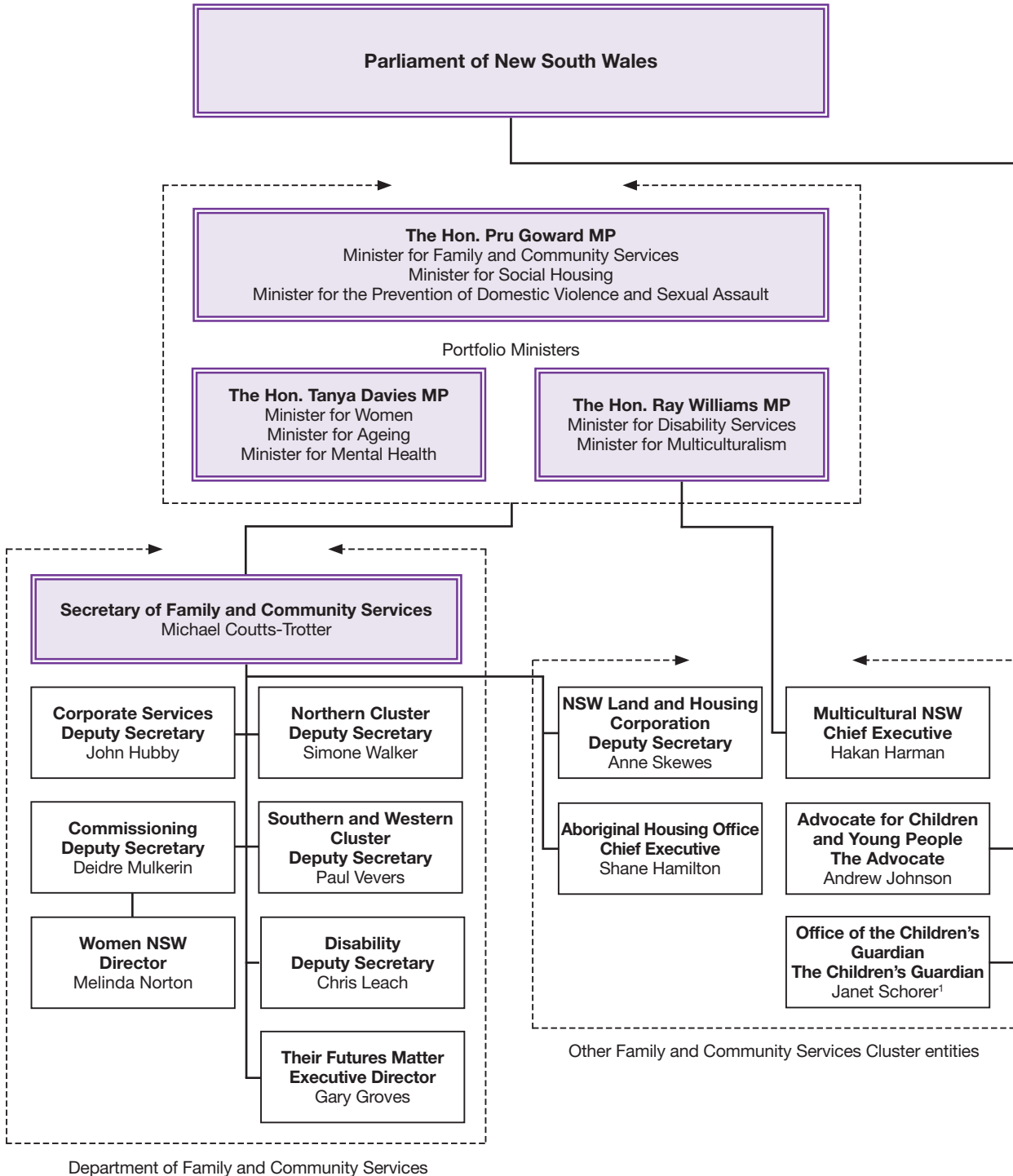
- the Aboriginal Housing Office – a statutory authority that plans and administers the policies, programs and asset base for Aboriginal housing in NSW
- the NSW Land and Housing Corporation – a public trading enterprise responsible for the management of the NSW Government's social housing portfolio, with the goal of delivering the maximum number of public housing dwellings that best meet the needs of tenants and are fit for purpose
- the John Williams Memorial Charitable Trust – a trust which provides respite and care accommodation for children with disability (financial statements only)
- the Home Purchase Assistance Fund – a fund established by a trust deed which operated (until closing in 1994) as a not-for-profit entity for the purpose of supporting and administering the State's home purchase program (financial statements only).

The following entities, while located in the FACS cluster, are independent of FACS and produce their own annual reports which include details of their operations and financial statements:

- Multicultural NSW – a statutory body that is responsible for driving social, cultural and economic prosperity through cultural diversity in NSW
- Office of the Children's Guardian – established under the *Children and Young Persons (Care and Protection) Act 1998*, the Office of the Children's Guardian promotes the interests and rights of children and young people living in out-of-home care, as well as promoting and regulating quality, child safe organisations and services
- The Advocate for Children and Young People – a statutory appointee responsible for supporting children and young people in NSW and providing secretariat support to the NSW Youth Advisory Council (administrative and financial support provided by FACS).

# Organisation chart

As at 30 June 2018, the FACS cluster was structured as per the following organisation chart. The latest chart is available on the FACS website: [www.facs.nsw.gov.au/\\_data/assets/file/0018/304380/FACS-Org-Chart-2018.pdf](http://www.facs.nsw.gov.au/_data/assets/file/0018/304380/FACS-Org-Chart-2018.pdf)



1. Kerryn Boland held the position of the Children's Guardian from 2005 to 9 July 2017.

## Members of the executive team

In 2017–18, the executive team was comprised of the following members:

### **Michael Coutts-Trotter**

Secretary  
Family and Community Services  
BA (Communications), FIPAA

### **Shane Hamilton**

Chief Executive and Executive Director  
Aboriginal Housing Office

### **Anne Skewes**

Deputy Secretary  
NSW Land and Housing Corporation  
BBSoc, GradDip App SocPsych, MA

### **Paul Vevers**

Deputy Secretary  
Southern and Western Cluster  
BA (Hons), PSM, CQSW, MAICD

### **Chris Leach**

Deputy Secretary  
Disability  
BA (Arts)

### **Deidre Mulkerin**

Deputy Secretary  
Commissioning  
BSocWk, Grad Cert Mgt

### **John Hubby**

Deputy Secretary  
Corporate Services  
BBA (Accounting), MPH

### **Simone Walker**

Deputy Secretary  
Northern Cluster  
BSocWk, Grad Cert Communications

## Part 2 Highlights and achievements



## 2.1 Enabling families to live independently



30,981

**FAMILIES** accessing Families NSW and Aboriginal Child, Youth and Family Strategy provided by funded NGOs



424,715

**PARTICIPANTS** in the Community Builders Program



18,501

**UNIQUE HOUSEHOLDS** assisted with private rental assistance (PRA)



80%

of **HOUSEHOLDS WHO EXITED RENT CHOICE** have not returned for housing assistance 12 months later



28%

of **HOUSEHOLDS** receiving private rental assistance did not require further assistance to pay rent



\$95.0 million

in 2017-18 for **TARGETED EARLIER INTERVENTION (TEI)** to provide parenting, youth and family support programs



104,253

**YOUNG PEOPLE** taking part in over 700 youth participation activities



1,586,164

**SENIORS CARD HOLDERS**



5,765

**BUSINESSES PARTICIPATING** in the Seniors Card scheme across NSW

## Outcomes and highlights

FACS works to break cycles of disadvantage by supporting people to live more independently where possible. In social housing, for example, we seek to help those who are capable of transitioning into more independent housing arrangements. This reduces pressure on the social housing system so that housing and homelessness assistance can be diverted to people who need it most.

We are working towards the following State Priority in order to achieve this:

- increase the number of households successfully transitioning out of social housing by five per cent over three years.

We also know that supporting people earlier with tailored services through targeted earlier intervention gives vulnerable children and their families the best chance of staying together and of keeping children safe, while enabling us to provide more intensive services to those who require it.

During 2017–18 we achieved the following:

### Breaking disadvantage by intervening earlier

#### Targeted earlier intervention

We continued to plan for the reform of targeted earlier intervention (TEI) programs to develop a Service system that is flexible, locally responsive, evidence-based, adaptive and client-centred. A result of significant collaboration, the Targeted Earlier Intervention Outcomes Framework was developed to set out how FACS and TEI services will work together to measure the effectiveness of programs, show the contribution services make to client outcomes, and build the evidence base for what works to enable continuous service delivery improvement.

#### Families NSW and Aboriginal Child, Youth and Family Strategy

We supported 30,981 families to access Families NSW and the Aboriginal Child, Youth and Family Strategy. This strategy aims to provide children with the best start in life by providing support to families in the early years of a child's development, are underpinned by evidence that interventions at this early stage have ongoing positive impacts.

#### Private rental assistance

We assisted 18,501 households to avoid or leave social housing through the use of private rental assistance, including Rentstart Bond Loan, Advance Rent, Rental Arrears, Private Rental Brokerage Service, Tenancy Facilitation, Tenancy Guarantee, and Rent Choice products.

### Community support and development

The NSW Government, through FACS, invested in 1,456 community infrastructure projects under the Community Building Partnership program, which delivers positive social, environmental and recreational outcomes while promoting community participation, inclusion and cohesion by awarding \$27.6 million in grants.

#### University accommodation grants

We assisted 21 Aboriginal tertiary education students to access affordable accommodation under the University Accommodation Grants Pilot. This program provides grants of up to \$10,000 per student to ensure tertiary students are able to focus on completing study without experiencing rental stress.

#### Supporting seniors

We continued to provide seniors with access to benefits, including discounts at participating stores and discounted public transport, through the NSW Seniors Card, with 1,586,164 Seniors Card holders and 5,765 participating businesses across NSW.



## 2.2 Protecting vulnerable people from harm



26,196

**CHILDREN AND YOUNG PEOPLE** at risk of significant harm (ROSH) seen by a caseworker



5.3

percentage point reduction in the number of **CHILDREN RE-REPORTED** at **ROSH** within one year of achieving case plan goals



\$18.0 million

**INVESTED** in 2017-18 for 75 new caseworkers and 66 new casework support workers



Enabling 780

**FAMILIES** to participate in new Family Preservation and Restoration programs Functional Family Therapy through Child Welfare and Multisystemic Therapy for Child Abuse and Neglect



5,726

**ADULT AND CHILD CLIENTS** supported with a response by an Integrated Domestic and Family Violence Service



131,465

**REFERRALS** to Safer Pathway



20,043

**CALLS** to the Domestic Violence Line

2,464 & 4,270  
WOMEN CHILDREN

**SUPPORTED BY** Staying Home Leaving Violence Programs



2,964

**CALLS** through the **ELDER ABUSE HELPLINE** to keep vulnerable seniors safe



3,244

**HOUSEHOLDS** accessing the Start Safely subsidy



23,654

**HOUSEHOLDS ASSISTED** with temporary accommodation



\$8.2 million

to expand the **PREMIER'S YOUTH INITIATIVE**, which provides support to young people leaving OOHC to prevent entry into the homelessness system



\$198.0 million

for **SPECIALIST HOMELESSNESS SERVICES** (including youth services) and critical referral services such as Link2home

## Outcomes and highlights

Ensuring that vulnerable people – most particularly children and those at risk from domestic violence – remain safe from harm is an ongoing priority for FACS. We are continually focused on finding the best ways to improve outcomes for children and on addressing the complex issues posed by domestic violence, so that families are safer.

We seek to make vulnerable people safer over the long term by focusing on the following Premier's Priorities:

- increase the proportion of young people who successfully move from Specialist Homelessness Services to long-term accommodation by more than 34 per cent by 2019
- decrease the percentage of children and young people re-reported at risk of significant harm by 15 per cent by 2020
- reduce the proportion of domestic violence perpetrators re-offending by 25 per cent by 2021.

During 2017–18 we achieved the following:

### Child protection

#### Risk of significant harm (ROSH) reports

The number of ROSH reports continued to increase in 2017–18 compared to the previous year. To support this increased demand, an additional 75 positions were funded in 2017–18, of which 74 were filled by 30 June. The annual caseworker vacancy rate of 3 per cent is the lowest result recorded since the Caseworker Dashboard was introduced.

In 2017–18, 26,196 children and young people at ROSH were seen by FACS caseworkers.

#### Family Preservation

Under the Their Futures Matter whole-of-government reform, we saw the commencement of two internationally tried and tested family preservation and restoration programs to address immediate risk and demand in the child protection system: Functional Family Therapy through Child Welfare (FFT-CW®) and Multisystemic Therapy for Child Abuse and Neglect (MST-CAN®).

These programs, which address underlying issues of substance abuse and mental illness, are operating in 14 priority locations, (with referrals accepted from an additional 25 locations), serviced by 23 teams. The programs, which commenced in July 2017, aim to help keep 900 families together over the designated period to December 2018. Half of all placements are designated for Aboriginal families. As of 30 June 2018, 780 families had participated in a program.

MST-CAN® is a 24/7 home-based intensive treatment model that works with families in which there has been physical abuse and/or neglect of a child aged 6–17 years. The model applies to families where children are at very high risk and families' needs are complex. The model is targeted to families who have not engaged in or benefited from community supports in the past.

FFT-CW® is a home-based treatment model that works with families in which there has been physical abuse and/or neglect of a child aged 0–17 years. The model provides a family therapy-focused model for families with multiple risk factors. It is not strictly a 24/7 service, but a team member is available to families outside of business hours if a crisis unfolds. The formal second evaluation report, due at the end of 2019, will see additional benchmarking against international studies to help provide further evidence of the performance of these programs.

## The NSW Practice Framework

Launched in September 2017, the NSW Practice Framework brings together practice approaches, reforms and priorities to guide FACS child protection work across systems, policies and practice. The Framework aims to improve the quality of FACS child protection practice to generate the best outcomes for children and families across NSW and has delivered over 30,000 hours training to caseworkers.

A key feature of the new framework is the implementation of Group Supervision across the state, which has included over 100 one-day foundational courses for all Community Service Centre staff (including JIRT and other specialist units) and over 40 group supervision leadership training courses (totalling 120 days) for 720 practice leaders to improve their group supervision skills.

## Mobile Child Protection Unit (MCPU)

A total of 235 home visits were completed by the MCPU in Western NSW from 1 July to 8 December 2017. The MCPU also completed 91 individual face-to-face assessments of children during this period.

## ROSH re-reports

We have focused our efforts on reducing the percentage of children and young people re-reported at ROSH by 15 per cent by 2020 within 12 months of having their case plan closed, following a face-to-face assessment, with the closure reason 'case plan goal achieved'. This is being done through:

- achieving a result of 36.2 per cent for the proportion of children reported at ROSH within one year after plan goal achieved following a face-to-face assessment, which is an improvement of 5.3 percentage points on last year's result
- monitoring case closures to ensure that children at greatest risk receive a response appropriate to their needs before their case is closed
- improving casework by providing caseworkers with training and with forums to discuss cases and share best practice
- setting reduction targets across FACS and tracking performance against these targets as part of the monthly district performance framework dashboard for each district and community services centre
- providing \$9.3 million in funding for 66 additional casework support workers, allowing caseworkers to spend more time working with families
- improving responses to children exposed to domestic and family violence.

## ChildStory

We commenced implementation of our new information technology system, ChildStory, which places the child or young person at the centre of their story. It encourages collaboration between the child's network of family, carers, caseworkers and service providers to ensure their safety and wellbeing. Over 24,000 people are using ChildStory across FACS, Police, Health, Education, non-government organisations, and mandatory reporters.

## Joint Investigation Response Team (JIRT)

We improved the capacity of JIRT – a state-wide tri-agency program consisting of FACS, Police and Health – by establishing additional JIRT caseworker teams at Coffs Harbour, Newcastle and Wollongong. These teams will help to improve FACS' capacity to respond jointly with partner agencies to vulnerable children and young people in a timely and coordinated approach.

During 2017–18 there were 10,087 JIRT referrals and FACS budgeted \$18.0 million for JIRT, an increase of almost \$2.0 million from the previous financial year. This funding supports 105 caseworkers and eight case support workers.

In June 2018 the state-wide Joint Investigation Tracking System (a small web-based tri-agency database completed by FACS in 2015–16) was incorporated into FACS ChildStory, allowing for information exchange, planning and coordination of local unit responses to accepted referrals, which is particularly relevant for responses to children and young people living in rural and remote areas in NSW.

## Brighter Futures

We supported families to address child protection issues and keep their children safely at home through providing over \$63.0 million in funding for Brighter Futures.

We also initiated SafeCare and Voices and Choices trials with our community partners for children, young people and their families participating in the Brighter Futures program to increase engagement, address parental behaviours that can lead to abuse and/or neglect, and support families to change and keep their children safe.

## Domestic and family violence (DFV)

We progressed the *NSW Domestic and Family Violence Blueprint for Reform 2016–2021* (the Blueprint) – a plan to transform the way we address DFV by providing a coordinated cross-agency approach that results in better outcomes for victims – through:

- the expansion of Safer Pathway to 43 sites across the state, ahead of full scale rollout across the state
- the implementation of the seven successful projects from the first round of the Domestic Family and Violence Innovation Fund (DFVIF), which collectively increase efforts in the areas of prevention, early intervention and crisis response
- successful completion of Round Two of the DFVIF, providing almost \$12.0 million in funding over three years for 13 innovative projects that support primary prevention, early intervention and crisis responses
- the expansion of Police High Risk Offender Teams to five specialist teams that target recidivist offenders and investigate domestic and family violence incidents
- the expansion of Tackling Violence to involve 38 country Rugby League clubs and two Sydney clubs in the 2018 season - an increase from 30 clubs participating in the 2017 season
- the planning and commencement of the 10 short-term recommendations of the inter-agency review of the domestic and family violence service system.

We supported 2,464 women and 4,270 children to escape domestic and family violence through the Staying Home Leaving Violence program, which allows women and children to remain safely in their home, or a home of their choice, while Police remove the perpetrator.

We supported those most at risk from domestic and family violence through the Integrated Domestic and Family Violence Services (IDFVS) program in 11 locations, in collaboration with NSW Police, Health and non-government support agencies, by providing ongoing practical and emotional support through an integrated and coordinated response.

## Sexual Assault Strategy

During 2017–18, we conducted extensive consultation to inform the development of the Sexual Assault Strategy 2018–2021, which was released on 6 July 2018. The Strategy was informed by a wide evidence base, a comprehensive state-wide consultation process, and advice from experts in the field, frontline workers, non-government service providers, peak organisations and government agencies.

The Strategy is NSW's first comprehensive framework for improving prevention and response to sexual assault and delivers a three-year whole-of-government approach.

The Strategy aims to improve the existing service system for adults and children who experience sexual assault, while holding perpetrators to account. It also seeks to raise community awareness of sexual violence while improving prevention and education measures in families and the wider community.

## Keeping seniors safe

We took 2,964 calls through the Elder Abuse Helpline to keep vulnerable seniors safe.

# Homelessness

## Improving responses to homelessness

We released the new *NSW Homelessness Strategy 2018–2023*, which sets out the NSW Government's five-year plan for a comprehensive approach to preventing homelessness and improving the way we respond to homelessness so that fewer people experience homelessness, and people are empowered to tackle the issues that put them at risk of homelessness.

In December 2017, the NSW Government endorsed a more client-centred approach to Specialist Homelessness Services (SHS), called Commissioning for Better Outcomes. This shifts the emphasis from the services a provider offers to the outcomes they achieve for their clients. A set of agreed priority outcomes will inform the outcomes measures and indicators pilot in 2018–19.

## Premier's Priority – Reducing youth homelessness

FACS is tackling the problem of youth homelessness through various initiatives, including the following:

### Premier's Youth Initiative

We committed \$40.0 million (over four years) to the Premier's Youth Initiative pilot, which supports young people leaving OOHC who are likely to be homeless or at risk of becoming homeless upon exit from care. The initiative aims to divert them from entering the homelessness service system altogether by providing a combination of personal advice, mentoring, transitional support and accommodation. In 2017–18 a total of 143 young people were accepted into Premier's Youth Initiative Services.

### Homeless Youth Assistance Program

We provided \$9.9 million in funding to NGOs to deliver the Homeless Youth Assistance Program to provide support and accommodation to unaccompanied children aged 12 to 15 years who are homeless or at risk of homelessness.

### Youth Crisis Accommodation Enhancement

In April 2018 the NSW Government committed a further \$13.9 million under the Youth Crisis Accommodation Enhancement to enhance the level of care and supervision available to young people accessing crisis accommodation and support 24 hours a day, seven days a week.

### Rent Choice Youth

The Rent Choice Youth program supports young people (aged 16–24 years) who are experiencing homelessness, or are at risk of homelessness, to access and maintain private rental housing through a rental subsidy and integrated support.

Assistance is available for up to three years. Each young person has an individual support plan and is required to engage with education and/or employment, as well as other relevant supports.

In 2017–18 Rent Choice Youth assisted 365 young people; this represents 75 per cent more young people than the previous year and exceeds the set target.

## 2.3 Ongoing support for vulnerable people



2,849

**CHILDREN AND YOUNG PEOPLE** on guardianship orders at 30 June 2018



2,157

**CHILDREN** entering OOHC, including Aboriginal children



27%

**REDUCTION IN NUMBER OF CHILDREN AND YOUNG PEOPLE** entering OOHC through early intervention and support to remain safely at home compared to 2016-17, including 316 fewer Aboriginal children and young people



74.4%

of **ABORIGINAL CHILDREN AND YOUNG PEOPLE** in OOHC placed with a relative or an Aboriginal carer



50%

of **NEWLY HOUSED** applicants for social housing who were previously homeless or at risk of homelessness



140

**ADOPTIONS** from **OUT-OF-HOME CARE**



400

**SCHOLARSHIPS** awarded to young people living in social housing to remove barriers to engaging in education



9

**CONTRACTS AWARDED** for the Social Housing Management Transfers Program, providing for local and tailored tenancy support coordination services for tenants

## Outcomes and highlights

Children and young people need stable and permanent homes in order to thrive. We provide support to children, their families and carers to promote positive living experiences.

We also provide people with sustained support through social and affordable housing programs to break disadvantage and build the foundation for a more independent life.

We use the following headline indicators to help measure our progress:

- Rate of children and young people (ages 0–17) in OOHC per 1,000 population, which was 10.0 in 2017–18
- Percentage occupancy of NSW public housing.

The number of children and young people entering OOHC has continued to decline as per the following tables:

**Table 1: Children and young people entering OOHC during the year**

Aboriginality	2015–16 <sup>1</sup>	2016–17 <sup>1</sup>	2017–18	Change between 2016–17 and 2015–16 <sup>1</sup>	Change between 2017–18 and 2016–17 <sup>1</sup>	Change between 2015–16 <sup>1</sup> and 2017–18
Aboriginal	1,418	1,133	817	-20.1%	-27.9%	-42.4%
Non-Aboriginal	2,468	1,836	1,340	-25.6%	27.0%	-45.7%
<b>Total</b>	<b>3,886</b>	<b>2,969</b>	<b>2,157</b>	<b>-23.6%</b>	<b>-27.3%</b>	<b>-44.5%</b>

**Table 2: Children and young people in OOHC as at 30 June**

Aboriginality	2015–16 <sup>1</sup>	2016–17 <sup>1</sup>	2017–18	Change between 2016–17 and 2015–16 <sup>1</sup>	Change between 2017–18 and 2016–17 <sup>1</sup>	Change between 2015–16 <sup>1</sup> and 2017–18
Aboriginal	6,773	6,839	6,766	1.0%	-1.1%	-0.1%
Non-Aboriginal	11,068	10,964	10,621	-0.9%	-3.1%	-4.0%
<b>Total</b>	<b>17,841</b>	<b>17,803</b>	<b>17,387</b>	<b>-0.2%</b>	<b>-2.3%</b>	<b>-2.5%</b>

<sup>1</sup> In order to ensure comparability between 2017–18 data with data from past years, figures for 2015–16 and 2016–17 have been re-calculated using the new OOHC counting rules that came into effect in 2017–18. Hence, these counts will differ to data published previously for 2015–16 and 2016–17.

Source: ChildStory – Corporate Information Warehouse (CIW) annual data (CIW Snapshot 2017–18).

Note:

The recalculations of 2015–16 and 2016–17 data are provided only for the purposes of ensuring comparability of previously published data with data reported for 2017–18, due to changes in OOHC counting rules. Detailed published data for previous years is available at: [www.facs.nsw.gov.au/resources/statistics/statistical-report](http://www.facs.nsw.gov.au/resources/statistics/statistical-report)

## Out-of-home care (OOHC) and permanency support

Through Their Futures Matter reforms, the NSW Government is seeking to deliver improved life outcomes for current and future generations of children and families and ensure that every child has a safe, permanent and loving home. In 2017–18, Their Futures Matter key achievements included:

- commissioning evidence-based services for family preservation and restoration which will help 900 families a year
- implementation of a cross-agency service solution for the first cohort of vulnerable children (children under the age of 12 years in an OOHC residential setting)
- design of new service solutions for three vulnerable cohorts (young parents and their children 0–5 years and 10–17-year-olds in contact with the juvenile justice system, with a focus on reducing the number of children in remand)
- progress on the redesign of the child protection and child wellbeing access system.

Evidence-based service highlights include establishing a Trauma Treatment Service in the Hunter, New England and Nepean Blue Mountains regions, helping to improve the psychological wellbeing of 80 children and young people in OOHC who have experienced trauma.

We supported families to safely care for their children through:

- reducing entries to OOHC by 27 per cent compared to 2016–17
- evidence-based family restoration programs such as Family Group Conferencing and Family Finding services, which provide children with a lifelong connection to extended family members
- training over 750 caseworkers, specialists and casework managers in the use of the Structured Decision Making (SDM®) evidence-based restoration assessment tool
- the Benevolent Society Social Benefit Bond, which saw 32 per cent fewer entries to OOHC than a control group over five years by providing intensive therapeutic family preservation services
- the Newpin Social Benefit Bond, which prevented 67 entries to OOHC through family preservation work and restored 272 children in OOHC to their families, over five years of the bond, with a cumulative restoration rate of 63.3 per cent.

Under the Permanency Support Program, which prioritises finding a permanent home for children within two years through family preservation, restoration, guardianship or open adoption, we:

- achieved 140 OOHC adoptions<sup>1</sup> and 293 new guardianship orders in collaboration with our NGO partners for children in care who cannot return home
- implemented new contracts for Foster Care and Aboriginal Foster Care service providers across all districts and embedded permanency into all case planning from October 2017
- finalised the contracts for nine service providers to deliver Intensive Therapeutic Care services in eight locations (with service provision commencing 1 July 2018); Intensive Therapeutic Care will replace residential care with a consistent approach to therapeutic care for children with high and complex needs in OOHC.

## Social housing

During 2017–18 FACS supported the second full year of *Future Directions for Social Housing in NSW* ('Future Directions'), the NSW Government's vision for transforming the social housing system. Future Directions is underpinned by three strategic priorities:

- more social housing
- more opportunities, support and incentives to help people avoid or leave social housing
- providing tenants with a better social housing experience.

In 2017–18, we increased the supply of social and affordable housing by providing 422 new affordable rental homes through the National Rental Affordability Scheme, bringing the total of homes delivered under the scheme to 6,549.

We continued to deliver the Millers Point sales program which as at 30 June 2018 had funded a total of 1,381 social housing units, including 1,092 completed and 289 currently under construction, across the wider Sydney area, the Illawarra and the North Coast of NSW.

## Communities Plus

We also continued to implement the \$22 billion Communities Plus initiative.

Key achievements during the year included:

- awarding the contract to the Aspire consortium to redevelop the Ivanhoe Estate at Macquarie Park; the project will see the transformation of 259 social housing properties into a socially integrated neighbourhood of around 3,000 to 3,500 properties, including up to 1,000 social and 128 affordable rental apartments along with community facilities, public space and retail shopping
- announcing Expression of Interest for the redevelopment of Telopea which will deliver over 4,000 new social, affordable and private homes in stages over the next 10–15 years, with plans for improved open spaces, a new community centre and a town centre near the light rail stop

<sup>1</sup> This total is comprised of 136 adoptions of people under 18 years of age and 4 people of 18 years of age and over



- commencing work on the master plan for the redevelopment of Waterloo, which will be completed in stages over the next 15–20 years, and will include a new Metro station and new social, affordable and private housing
- announcing the redevelopment of the Redfern site – which has been nominated as a State Significant Precinct – for new social, affordable and private housing within easy reach of key services; the site is the first Build-for-Rent housing model, where Government provides land to proponents under a long-term lease on condition that they fund, build and manage a mixed tenure community of social, affordable and private rental housing
- announcing Expressions of Interest for the redevelopment of the Eden Street, Arncliffe Estate to transform the site into a dynamic mixed community of around 600 social, affordable and private dwellings along with retail shopping, community facilities and green spaces
- announcing Expressions of Interest for the redevelopment of Kamira Court in Villawood – the redevelopment will create a vibrant mixed community of 400 new social, affordable and private housing in an emerging urban renewal area close to rail, schools and retail shopping.

## Social and Affordable Housing Fund

We continued to implement the Social and Affordable Housing Fund (SAHF), an innovative approach to the way we are delivering social and affordable housing in NSW. Together with providing access to homes to those who need them most, it offers residents coordinated access to support tailored to their individual needs – giving them the tools they need to improve their lives.

In 2017–18 we progressed the SAHF by:

- delivering 107 new and refurbished dwellings across various locations under Phase 1 of the SAHF
- announcing Phase 2 of the SAHF, which will target an additional 1,200 dwellings, encouraging proposals with a focus on housing and services for older women.

## Improving the social housing experience

To provide tenants with a better social housing experience, we:

- continued our investment in maintenance of social housing properties and achieved a consistent tenant satisfaction rating of 85 per cent on completed work
- transferred the management of 730 social housing properties to the community housing sector in July 2017 as part of Tranche 1 of the Management Transfer program
- supported a diverse range of community improvement projects by providing \$8.4 million to local councils, NGOs and community organisations under the Social Housing Community Improvement Fund
- expanded the number of Place Plans across NSW from nine to 16 project teams, working across 20 social housing estates from 1 January 2018 to build opportunities, strengthen communities and improve client outcomes in social housing areas where disadvantage is concentrated.

## Increasing housing independence

We provided more opportunities, support and incentives to help people avoid or leave social housing by:

- investing \$80.0 million for community housing providers to fund over 5,800 leasing subsidies for vulnerable individuals and families in the private rental market
- awarding Smart and Skilled Fee-Free Scholarships and approving Start Work Bonuses for tenants to improve training and employment outcomes
- awarding 400 scholarships to young people in years 10, 11, 12 and in post-high school study across NSW to remove financial barriers that prevent many from engaging in, continuing or completing their studies.

## Aboriginal Housing Office (AHO)

Overall, the AHO delivered 1,354 housing solutions during 2017–18, comprised of new social and affordable homes for Aboriginal families, AHO tenants purchasing their homes, air-conditioning installations being provided to families in remote NSW and solar panel installations in AHO homes to reduce the impact of energy poverty.

Services Our Way continued to provide holistic, collaborative and culturally appropriate support for Aboriginal people, families and communities to strengthen their capability to access the services and support they need to bring about positive change in their lives and achieve better outcomes.

Services Our Way's targeted early intervention helps stop clients' cases from escalating to crisis situations, providing a significant financial and social saving. Since transitioning to the AHO in 2017, Services Our Way has provided support and brokerage to 150 Aboriginal families experiencing vulnerability and living with a range of multiple and complex social issues, such as those involving mental health, disability, homelessness, domestic violence and child protection-related issues.

Tenant Support and Education Program (TSEP) community events held across remote NSW delivered great results for Aboriginal communities. An independent TSEP evaluation noted that tenants were better able to manage their finances and avert arrears, maintain their properties, and access appropriate support where high needs exist – all due to NSW Government agencies coming together with Aboriginal communities to provide access to services in a way that suits community need.

The Community Upgrades Program completed upgrades and renovations on 109 Aboriginal community owned homes in 2017–18.

## 2.4 People with disability live independently



**94,000**

**NDIS PARTICIPANTS**  
in NSW



**74**

**ABORIGINAL  
LINKERS** positions  
in NSW



**347**

**ABILITY LINKERS**  
positions in NSW



**14,322**

Accessing **MY CHOICE MATTERS**  
program



**5,453**

**DISABILITY STAFF** transferred  
to NGOs



**3,023**

**CLIENTS TRANSFERRED** from  
Government service provision  
to NGOs



**425**

**SPECIALIST GROUP AND  
RESPITE HOMES** transferred to  
the NGO sector

# Outcomes and highlights

## State Priority – Successful transition of participants and resources to the NDIS by 2018

During 2017–18 FACS supported people with disability, their families and carers to ensure that the transition to the NDIS by 30 June 2018 went smoothly, for example by supporting clients and NGO providers to enter the new system with the right levels of support.

The transition has progressed on time and on budget in NSW. The majority of people with disability who previously received support from the NSW Government have transitioned to the NDIS, with just 1.5 per cent of existing clients still awaiting an access determination. At 30 June 2018, 94,400 people in NSW were eligible for the scheme, including the Hunter trial and Nepean Blue Mountains early rollout. Of these, 86,200 had an approved plan, a further 3,600 children were in the Early Childhood Early Intervention (ECEI) gateway, and the remainder were in the planning process.

The National Disability Insurance Agency (NDIA) reached 78 per cent of the estimate from the bilateral agreement between NSW Government and the Commonwealth over the trial and transition periods. This is a similar result to the Hunter trial site, and reflects that some people with disability receive one-off, time-limited or periodic services and may not have required these services during the transition period. It is expected that more people will enter the NDIS gradually as they require support. At full scheme, it is estimated that 140,000 people with disability in NSW will benefit from funding under individualised Support Plans.

### Supported living

During 2017–18, 5,453 staff, 425 group homes and respite facilities, and 3,023 clients were successfully transferred to NGOs.

We improved supported living for people with disability by transitioning 125 residents from outmoded large residential centres (LRCs) to purpose-built homes in the community, through an investment of \$21.4 million, resulting in life-changing improvements for residents as they exercise more choice in the activities they undertake and participate more actively in their communities.

Two government-operated LRCs closed during the year – the Riverside Centre (in Orange) in August, and the Rydalmere Centre (in Sydney) in November, when the final 47 residents transitioned to their new homes. A total of 78 residents transferred to 18 NGO-built homes during the year. There are a further eight NGO homes to be built, with two NGO-operated LRCs being closed, resulting in a further 40 residents being transferred by the end of 2019.

Since its beginning at the launch of the NDIS in the Hunter in July 2013 (and expanding state-wide in July 2014), the Ability Links program has supported thousands of people with disability, their families and carers, delivering over 150,000 occasions of service and an estimated 1,220,000 community connections to 30 June 2018. Ability Links NSW won the NSW Premier's Award for Improving Government Services.

The NSW Government has, via the Industry Development Fund, continued to deliver a range of programs to support the disability sector to meet increased demand and expectations in the lead-up to full NDIS transition. This includes:

- supporting capacity-building through grants, including projects focusing on business advice, learning and development, workforce development and financial benchmarking
- the Sector Support Consultants program, which supports providers in greatest need and supports providers that service Aboriginal communities, such as through the Aboriginal Disability Provider Grants program.

FACS and the NDIA have monitored continuity of support during the rollout of the NDIS to ensure that people are not disadvantaged by the rollout. Continuity of support arrangements are for existing clients over the age of 65 (and Aboriginal people over the age of 50) and funding responsibility has transferred to the Australian Government through the federal Department of Health. FACS has been working closely with Department of Health and providers to ensure that all existing clients aged 65 and over have been identified and that service agreements have been entered into between the Australian Government and providers.

Continuity of support arrangements for existing clients under the age of 65 have been addressed in NSW through the Continuity of Support Pathways Project, funded by the federal Department of Social Services (DSS) and the NDIA, and administered by FACS. This project assists Community Care Supports Program (CCSP) service providers to identify alternative support arrangements for their NDIS-ineligible clients and facilitate their transition to these arrangements. As of 30 June 2018, over 5,200 people have been referred to the project for assistance to transition to alternative arrangements. This includes 3,900 people who were found ineligible for the NDIS and 1,300 people whose access request to the NDIS had been cancelled as they were not able to submit evidence of their disability within the required timeframe.

The project and its funding have been extended to 30 September 2018 to assist clients who were still in the NDIS access process or the small number of clients with higher needs who require ongoing funded support. For the small numbers who require ongoing funded support, a NSW-funded program is being developed that will provide support services.

The NSW Government has invested significantly in programs to help people with disability to understand the NDIS and how to best make decisions and exercise choice and control under the NDIS. This investment has included a focus on carers and families, in recognition that their role can be pivotal in this process for many participants. The Government has also funded the Getting Prepared projects from 2012 to 2018. These projects have reached over 68,620 people across NSW through 5,792 activities, including workshops, information sessions and individualised readiness activities.

FACS has also continued to drive the implementation of the NSW Disability Inclusion Plan 2015–19 (for full details see Appendix 3.4.7).



## Part 3 Appendices



# 3.1 Our people

## 3.1.1 Human resources

This section provides data on the number of staff employed by the department including staff from FACS, the NSW Land and Housing Corporation (LAHC) and the Aboriginal Housing Office (AHO), as well as commentary on our personnel policies and practices, and movement in wages.

As of June 2018, the department had 9,756 highly skilled and dedicated staff, more than 65 per cent of whom are employed in frontline service delivery. The decrease in the number of staff since 2014 is primarily due to the transfer of the Home Care Service of NSW to Australian Unity and the transition of direct disability services to non-government organisations (NGOs) due to the National Disability Insurance Scheme (NDIS).

### Policies and practices

#### Personnel

FACS has comprehensive policies, procedures and other guidance materials which provide a framework for the appropriate management of employees and business risks. FACS continues to use the FACS Human Resource (HR) Policy Development Consultation Framework for both internal and external consultation of its HR policy based initiatives.

As part of an ongoing policy consolidation effort, FACS has progressively reviewed, updated and harmonised HR policies relating to operational human resources, recruitment and employment screening, payroll and governance, work health and safety, performance and conduct, learning and development and workforce planning.

Policy changes also incorporate any new legislative changes and Public Service Commission (PSC) requirements, including initiatives to promote flexible working and the Premier's Priorities, in order to enhance diversity in senior leadership.

#### Industrial relations

FACS conducts quarterly state-wide Joint Consultative Committee meetings with the Public Service Association and the NSW Nurses and Midwives' Association, as well as regular consultation on key reform priorities.

Throughout 2017–18, industrial relations staff were actively involved in strategic planning, major reform projects, dispute prevention, industrial tribunal proceedings and monitoring of industrial relations issues.

### Compliance with the *Government Sector Employment Act 2013*

The *Government Sector Employment Act 2013* (GSE Act) commenced on 24 February 2014. Its purpose is to enable the NSW public sector to improve its performance, flexibility and accountability and to enhance the quality of the services it delivers.

Over 2017–18, FACS continued to implement the following changes in line with the GSE Act:

- transitioning all Senior Executive and equivalent roles to common Public Service Senior Executive (PSSE) contracts, allowing us to reduce bureaucracy and costs while maintaining and improving frontline services
- implementing an organisation-wide performance and development program aligned with the Public Service Commission's Performance Development Framework
- in collaboration with the sector, implementing the National Disability Insurance Scheme (NDIS) Workforce Mobility Pathway to reduce employment impacts on staff affected by NDIS reforms, retain key talent for the sector, and minimise the cost of workforce adjustments.



## Workforce statistics

Table 1: Number of FACS cluster employees by employment category by year

	2014–15	2015–16 <sup>2</sup>	2016–17 <sup>4</sup>	2017–18 <sup>5</sup>
<b>FACS (department)</b>				
Ongoing	11,870	11,886	11,667	7,371
Temporary	2,096	1,662	1,505	1,396
Senior Executives <sup>1</sup>	50	138 <sup>3</sup>	178 <sup>3</sup>	145
Casual	1,510	1,648	1,022	259
Others	13	10	8	5
<b>Aboriginal Housing Office</b>				
Ongoing	61	53	66	63
Temporary	18	16	0	3
Senior Executives <sup>1</sup>	1	5	5	5
Casual	0	0	0	0
Others	0	0	0	0
<b>Home Care Service of NSW</b>				
Ongoing	3,561	49	0	0
Temporary	33	0	0	0
Senior Executives <sup>1</sup>	0	0	0	0
Casual	657	1	0	0
Others	0	0	0	0
<b>NSW Land and Housing Corporation</b>				
Ongoing	430	384	411	445
Temporary	48	23	25	22
Senior Executives <sup>1</sup>	14	23	43 <sup>3</sup>	42
Casual	0	0	0	0
Others	0	0	1	0
<b>Total</b>	<b>20,362</b>	<b>15,898</b>	<b>14,931</b>	<b>9,756</b>

Source: FACS 2015, 2016, 2017 and 2018 Workforce Profile, NSW Public Service Commission.

<sup>1</sup> In accordance with the GSE Act, all Senior Executive employees are now subject to common PSSE employment contracts and are covered by the conditions of employment and guidelines for the Senior Executive. Where staff are performing higher duties to fill a PSSE position and are not already a PSSE employee, these numbers are not included in this table as Senior Executive employees as they are still covered by their substantive conditions of employment while receiving a notional monetary value equivalent to a Senior Executive position.

<sup>2</sup> Machinery of Government changes at the commencement of 2015–16 resulted in the movement of the Office of Communities, the Advocate for Children and Young People and Multicultural NSW into the cluster and the transfer of Women NSW out of the cluster. Multicultural NSW data is not included in this table as it is presented in a separate annual report. In addition, the Home Care Service of NSW was transferred to Australian Unity on 19 February 2016.

<sup>3</sup> The increase in the number of Senior Executive roles is a result of the conversion of award-based Senior Officers to PSSE employees on contract during the year and of increased resourcing for the Communities Plus program.

<sup>4</sup> Machinery of Government changes during 2016–17 resulted in the movement of Women NSW into the cluster.

<sup>5</sup> The reduction in headcount from 2016–17 to 2017–18 reflects the transfer of direct disability services to the non government sector as NDIS is fully implemented and associated organisational changes.

**Table 2: Number of FACS cluster frontline employees by key occupational group at workforce census period<sup>1</sup>**

Occupational group by headcount	2017–18
Allied Health Workers	63
Case Managers (Ageing, Disability and Home Care)	4
Casework Managers (Community Services)	399
Casework Support Workers	135
Caseworkers (Community Services)	2,593 <sup>2</sup>
Client Service Officers	1,191
Community Workers	57
Contact Workers (Community Services)	58
Customer Service Officers	326
Disability Support Workers	113
Nurses	765
Residential Centre Support Workers	188
Team Leaders (Accommodation and Respite)	15
Other Frontline Employees	476
<b>Total</b>	<b>6,383</b>

Source: FACS 2018 Workforce Profile, NSW Public Service Commission.

<sup>1</sup> All frontline occupational group counts are made using NSW Government standard headcount. The headcount number is consistent with the methodology used for the NSW Public Sector reported through the annual workforce profile and required under the Annual Reports (Departments) Regulation 2010.

<sup>2</sup> Please refer to the NSW Community Services Caseworker Dashboard to see full-time equivalent counts for caseworkers.

## Senior Executive grades and remuneration

In this section, the definition of Senior Executive is in accordance with the GSE Act. Former SES and Senior Officers have transitioned to a four-band structure, with remuneration determined in accordance with the NSW Public Service Senior Executive Remuneration Management Framework. This definition significantly broadens the classification of Senior Executive by including Senior Officers and employees acting in a senior executive role or in a higher band at the end of the reporting year.

Over the period 2015–16 to 2017–18, FACS has reduced the number of its Senior Executives and equivalent positions by approximately 21 per cent.

**Table 3: Number of Public Service Senior Executives employed in each band**

PSSE Band	2015–16		2016–17		2017–18	
	Female	Male	Female	Male	Female	Male
1 (Director)	152	99	120	99	101	88
2 (Executive Director/Chief Executive)	24	14	33	13	24	16
3 (Deputy Secretary)	4	5	3	4	4	3
4 (Secretary)	0	1	0	1	0	1
<b>Total</b>	<b>180</b>	<b>119</b>	<b>156</b>	<b>117</b>	<b>129</b>	<b>108</b>

Source: 2017–18 Workforce Profile Report.

**Table 4: Average remuneration of Public Service Senior Executives employed in each band**

PSSE band	2015–16	2016–17	2017–18	
	Average remuneration (\$)	Average remuneration (\$)	Average remuneration (\$)	Range (\$)
1 (Director)	174,047	179,723	199,466	183,000–261,450
2 (Executive Director/ Chief Executive)	275,731	274,590	267,890	261,451–328,900
3 (Deputy Secretary)	354,847	347,150	373,768	328,901–463,550
4 (Secretary) <sup>1-3</sup>	563,372	576,582	588,883	463,55–535,500

Source: FACS Workforce Profile Report 2015–16, 2016–17 and 2017–18.

<sup>1</sup> Secretary's remuneration also includes a recruitment and retention allowance of \$35,000 per annum.

<sup>2</sup> Band 4 (Secretary) is eligible for additional remuneration of up to 12 per cent as determined by the Premier following an annual assessment of actual performance against agreed expectations set out in a performance agreement. The Secretary received a performance amount of \$64,989.84, paid in 2017–18 in respect of 2016–17.

<sup>3</sup> The Secretary is the sole Band 4 Executive in FACS and his remuneration is subject to a special determination of the Statutory and Other Offices Remuneration Tribunal (SOORT). The 2017–18 Band 4 average remuneration consisted of the SOORT special determination and the allowance applicable to the Secretary.

## Exceptional movement in wages, salaries and allowances

From the first pay period on or after 1 July 2017, FACS staff received an increase to their salaries of 2.5 per cent.

For the reporting period of 2017–18, Senior Executives' monetary remuneration and the value of employment benefits paid represented 5.4 per cent of FACS' salary-related expenses. In the previous year this figure was 5.3 per cent.

## 3.1.2 Workforce diversity

**Table 1: Workforce diversity statistics**

Equal Employment Opportunity group	Benchmark/target <sup>1</sup>	2015–16	2016–17	2017–18
<b>Representation trend</b>				
Aboriginal and Torres Strait Islander people	3.3%	4.7%	4.7%	5.7%
People whose first language spoken as a child was not English	23.2%	11.0%	9.2%	7.8%
People with disabilities	5.6%	2.7%	2.6%	2.4%
People with disabilities requiring work-related adjustment	N/A	0.9%	1.0%	0.9%
<b>Distribution trend</b>				
Women	100	100	101	94
Aboriginal and Torres Strait Islander people	100	102	102	101
People whose first language spoken as a child was not English	100	97	90	101
People with disabilities	100	108	105	103
People with disabilities requiring work-related adjustment	100	107	106	104

Source: NSW Public Service Commission.

<sup>1</sup> A distribution index of 100 indicates that the centre of the distribution of the workforce diversity group across salary levels is equivalent to that of other staff. Values less than 100 mean that the workforce diversity group tends to be more concentrated at lower salary levels. The more pronounced this tendency is, the lower the score will be. In some cases, the index may be more than 100, indicating that members of the workforce diversity group tend to be more concentrated at higher salary levels than is the case for other staff.

## Achievements in 2017–18

### Aboriginal and Torres Strait Islander people

In 2017–18, FACS:

- employed two Aboriginal people through the Public Service Commission's (PSC) Aboriginal Employment and Development Program who have successfully graduated and are now ongoing employees
- enabled five Aboriginal trainees to successfully complete the FACS Aboriginal Traineeship Program with TAFE's Eora College
- continued to conduct rolling recruitment campaigns to target Aboriginal candidates including placing culturally appropriate targeted advertisements in social media, Indigenous Jobs, CareerOne, Seek, Adzuna and I Work for NSW websites and individual attraction strategies, advertising in Koori Mail and other online platforms such as nit.com and ethicaljobs.com.au
- supported employees to participate in the PSC Aboriginal Career & Leadership Development Program
- worked with the Aboriginal Outcomes Strategy Unit to develop and pilot a FACS-wide Aboriginal Cultural Competency Training Program
- continued to promote and support managers to build employee capability through the 70:20:10 learning strategy during Performance Development Program conversations, which includes encouraging employees to learn through building relationships, coaching, mentoring and on-the-job learning.

## People with disability

In 2017–18, FACS:

- membership to the Disability Employee Network increased by 57 per cent
- maintained status as a Disability Confident Recruiter through the Australian Network on Disability (AND)
- worked in partnership with AND to develop a Disability Confidence for Managers and Disability Confidence for Employees training program for FACS
- partnered with the National Disability Recruitment Coordinator to promote FACS roles to people with disability
- offered 12 successful 'Stepping Into Internships' through AND, a program which provides university students with disability with an opportunity to gain paid work experience in a corporate environment
- updated the FACS Disability Inclusion Action Plan to include actions relating to participation in the AND Access & Inclusion Index, and the development of a Workplace Adjustment Passport for employees with disability and specific success measures.

## Women

In 2017–18, FACS:

- celebrated and promoted the 'because of her we can' program
- conducted White Ribbon events to increase understanding of violence against women
- provided the opportunity for all female managers to attend the Neuroscience Leadership Development Program
- sponsored 16 women to participate in an International Women's Day conference focusing on addressing current leadership issues and challenges and providing practical solutions for existing and emerging women leaders.

## Aspirations for 2018–19

In 2018–19, FACS will:

- expand the media used to attract Aboriginal candidates and relaunch the 'Ourmobneedsyou' website
- promote all vacancies at all levels to Aboriginal people to encourage more Aboriginal candidates to apply
- increase the number of opportunities for Aboriginal staff to diversify their experience for career growth
- continue to develop our cultural capabilities through training and experience
- work to ensure that a majority of Aboriginal people in employee-based roles maintain their positions
- offer employment opportunities through targeted Aboriginal programs such as graduate and traineeship programs
- provide career development through our Neuroscience Leadership Development Program
- organise events and celebrations for significant days for Aboriginal people
- continue to use targeted advertising to promote multicultural child protection and social housing roles to increase attraction of CALD candidates
- use People Matters Employee Survey (PMES) results to benchmark and monitor employee engagement for CALD employees
- implement e-learning to build capability around working in a diverse workforce with diverse clients.
- participate in the Australian Network on Disability (AND) Access and Inclusion (A&I) Index for the 2018–19 financial year; participation in the Index provides organisations with a better understanding of current maturity levels for access and inclusion across the business
- develop a Workplace Adjustment Passport that details individual workplace adjustments needed by employees with disability; the passport means that the employee adjustments can more easily move with them when they change roles
- participate in People with the Disability Australia (PWDA) E-Hub Pilot to increase attraction rates for people with disability; the PWDA E-Hub pilot is designed to target advertising for roles to people with disability
- develop and deliver Disability Confidence e-learning to our managers and employees, including a focus on providing workplace adjustments for our employees with disability
- continue to offer internships through the Australian Network on Disability Stepping Into Internship program for university students with disability.

## 3.1.3 Work health and safety

### Work health and safety performance

- With the change in the staffing profile of FACS, the number of work-related injuries and illnesses reported decreased from the previous financial year and continues to trend downwards.
- FACS' average cost per claim remained static from the previous financial year.
- The three main injury types in order of prevalence for FACS continued to be manual handling (body stressing), psychological (mental stress) injuries, and slips/trips/falls.
- Physical claims represented over 76.9 per cent of all claims and 41.5 per cent of total claims costs.
- Cost of claims (\$8,538,960) showed a decrease of 23.1 per cent from the previous year's result (\$11,103,437).

**Table 1: Number of workers compensation claims, costs incurred and average cost at each year<sup>1</sup>**

	2014–15	2015–16	2016–17	2017–18
<b>FACS (department)<sup>2</sup></b>				
Total claims	257	207	202	228
Total cost incurred (\$)	6,711,728	5,609,402	5,139,266	5,364,713 <sup>3</sup>
Average cost per claim (\$)	26,115	27,098	25,441	23,529 <sup>4</sup>
<b>Aboriginal Housing Office</b>				
Total claims	1	1	2	1
Total cost incurred (\$)	45,484	6,465	38,736	50,165
Average cost per claim (\$)	45,484	6,465	19,368	50,165
<b>Ageing, Disability and Home Care</b>				
Total claims	818	555	394	264
Total cost incurred (\$)	16,450,181	9,783,074	5,901,196	3,121,480
Average cost per claim (\$)	20,110	17,627	14,977	11,832
<b>Land and Housing Corporation</b>				
Total claims	10	6	6	2
Total cost incurred (\$)	97,228	120,782	24,239	2,602
Average cost per claim (\$)	9,723	20,130	4,040	1,301
<b>Total FACS cluster</b>				
Total claims	1,086	769	604	495
Total cost incurred (\$)	23,304,621	15,519,723	11,103,437	8,538,960
Average cost per claim (\$)	21,459	20,182	18,383	17,250

Source: NSW Self Insurance Corporation Data Warehouse and icare Portal.

<sup>1</sup> Excludes incident-only claims. Claim numbers reflect those reported within the financial year where a financial cost was incurred. Number and cost of claims are at 30 June of the respective financial year end (e.g. 2017–18 at 30 June 2018). Data from 2014 to 2017 excludes common law claims and uses a different methodology than previous years. During 2015–16 the Home Care Service of NSW transitioned from FACS during the reporting period. During 2017–18 responsibility for Disability and Ageing transitioned from FACS during the reporting period.

<sup>2</sup> The data reported for the FACS department in the reporting years 2013–14, 2014–15 and 2015–16 has been adjusted to reflect the new method for calculating injury management information, which has varied in line with data reporting changes in source data provided by icare.

<sup>3</sup> Claims costs across the Treasury Managed Fund Scheme have risen as a result of increases in average weekly payments, claims expenses, medical and treatment services noting average cost per claim has decreased.

<sup>4</sup> Average cost per claim is calculated as total paid in that financial year and does not include all costs paid per claim. As claims are in differing stages of maturity, it is not the final average cost per claim.

## Notifiable incidents

There were seven incidents which were notified to SafeWork NSW for the reporting period. These were attributed to asbestos exposure, manual handling, mental stress/bullying, trip on same level, work-related violence, and working from heights. During the same period the department received five statutory requests.

## Challenges and future directions

The department acknowledges its responsibilities under the *Work Health and Safety Act 2011* and the *Work Health and Safety Regulation 2011* and is compliant with applicable work health and safety obligations.

We promote a proactive approach to health and safety management through effective communication and consultation, systematic identification, assessment, and control of risks.

In 2017–18, the department's Health and Wellbeing Strategy included participation in:

- Workplace Safety & Mental Health Month
- R U OK Day activities
- the influenza vaccination program
- Fitness Passport and Get Healthy at Work
- Managing Workplace Violence programs.

For 2018–19 and beyond, FACS is implementing a People Strategy that has specific programs to meet our obligations to our staff and the greater community. FACS continues to identify and target initiatives to address areas of high risk, such as muscular stress injuries and mental stress.

## 3.1.4 Membership of boards for FACS statutory bodies

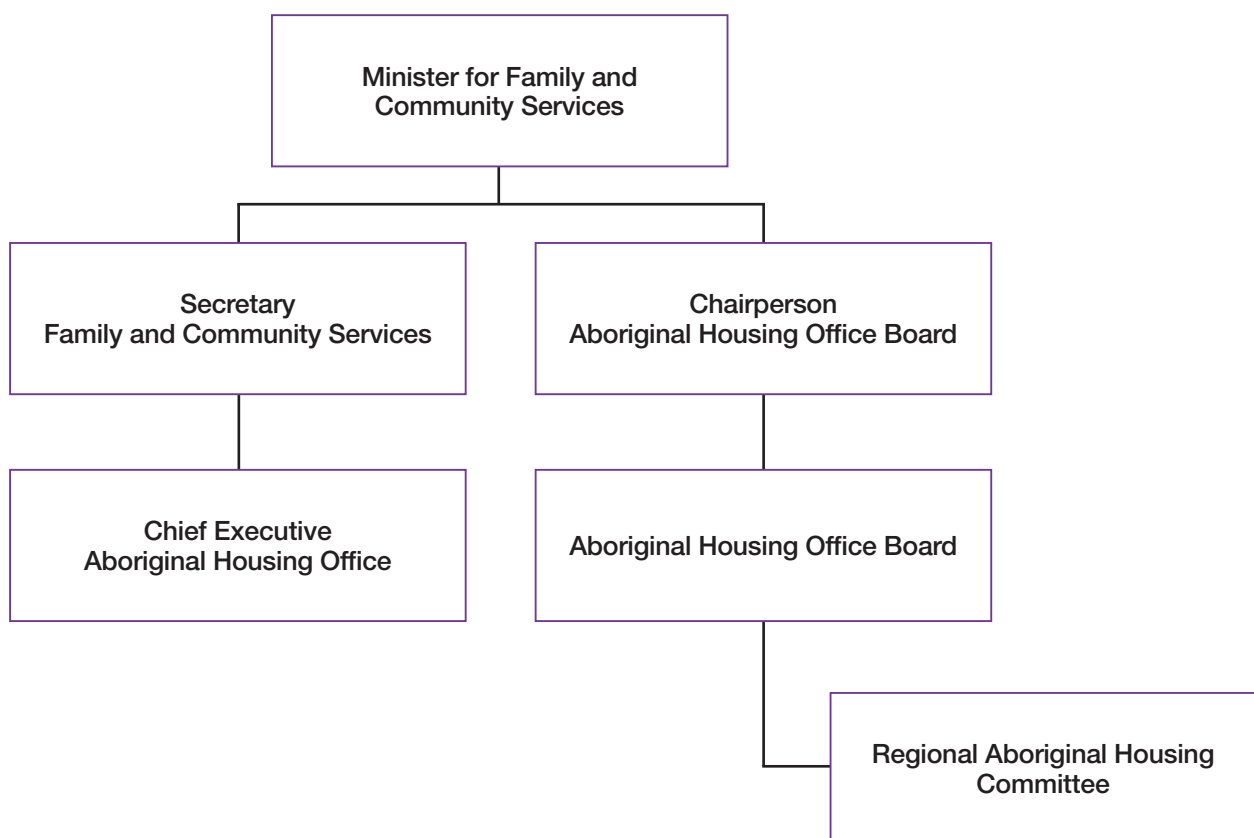
### Aboriginal Housing Office Board

The Aboriginal Housing Office Board is appointed by the Minister for Family and Community Services. The primary role of the Board is to advise the Minister on policies and strategic direction.

The Board usually meets bi-monthly, at various locations across the state. The Board comprised nine members during 2017–18, including the Aboriginal Housing Office Chief Executive as an ex-officio member. The Board’s goal is, with the help of the Regional Aboriginal Housing Committees (RAHCs) and the AHO, to maximise opportunities for Aboriginal participation in policy development and program delivery.

The Board’s responsibilities include:

- providing advice to government about adequate housing
- advocating on strategic housing-related matters on behalf of the Aboriginal community of NSW
- providing strategic direction for sustainable, quality housing for Aboriginal people in NSW
- developing strategic alliances with key stakeholders, in particular the Aboriginal community and government and non-government agencies
- reviewing the AHO’s performance against strategic plans and directions
- developing and upholding a culturally appropriate, professional and mutually respectful working relationship among the Board, the executive and the staff of the AHO and FACS
- developing and upholding a professional and mutually respectful AHO governance model embracing the roles and responsibilities of RAHCs.





## Board members

All board members were appointed to the Board by the Minister for Family and Community Services.

Name	Board membership	Qualifications	Term	Frequency of meetings	Attendance at meetings
Robynne Quiggin	Board Chair	Bachelor of Law, BA	22 August 2017 – 21 August 2019	Bi-monthly (6 meetings a year)	6
Beverley Manton	Board member	N/A	22 June 2017 – 21 June 2020	Bi-monthly (6 meetings a year)	4
Damien Bidjara-Barnes	Board member	Bachelor of Laws, Bachelor of Civil Engineering, Master of Business Administration	22 June 2017 – 21 July 2019	Bi-monthly (6 meetings a year)	5
Neva Collings	Board member	Bachelor of Laws, Bachelor of Economics, Master of Laws	22 June 2017 – 21 June 2019	Bi-monthly (6 meetings a year)	5
Mayrah Sonter	Board member	Bachelor of Communications (Public Communications), Master of Arts (Journalism)	22 June 2017 – 21 July 2019	Bi-monthly (6 meetings a year)	4
Craig Taylor	Board member	Bachelor of Arts (Humanities), Bachelor of Social Work, Diploma of Education K–12, Diploma in Government Services	22 June 2017 – 21 June 2020	Bi-monthly (6 meetings a year)	5
Suzanne Ingram	Board member	Bachelor of Communications, Postgraduate Certificate in Health Research	22 May 2018 – 21 May 2020	Bi-monthly (6 meetings a year)	4
Shane Hamilton	Board member (ex-officio, non-voting)	N/A	24 November 2014 – 20 July 2018	Bi-monthly (6 meetings a year)	6
Natalie Ducki	Board member	Bachelor of Economics, Registered CPA	2 August 2017 – 1 August 2019	Bi-monthly (6 meetings a year)	5
Craig Kerlake	Board member	Bachelor of Architecture	2 August 2017 – 1 August 2019	Bi-monthly (6 meetings a year)	5

## NSW Land and Housing Corporation

The NSW Land and Housing Corporation did not have any board structures in place in the financial year ended 30 June 2018.

## 3.2 Legal and risk

### 3.2.1 Legislation administered

#### Principal Acts administered as at 30 June 2018

The following Acts were administered on behalf of our Ministers for the 2017–18 financial year:

##### Minister for Family and Community Services

- *Aboriginal Housing Act 1998*, jointly with the Minister for Social Housing
- *Adoption Act 2000*
- *Boarding Houses Act 2012*, Part 4 and Part 2 of Schedule 2, and, jointly with the Minister for Innovation and Better Regulation, Parts 1 and 5, and Part 1 of Schedule 2
- *Child Protection (International Measures) Act 2006*
- *Child Protection (Working with Children) Act 2012*
- *Children and Young Persons (Care and Protection) Act 1998*
- *Community Housing Providers (Adoption of National Law) Act 2012*, jointly with the Minister for Social Housing
- *Community Services (Complaints, Reviews and Monitoring) Act 1993*, jointly with the Minister for Ageing and the Minister for Disability Services
- *Community Welfare Act 1987*, jointly with the Minister for Disability Services (except, in parts, the Minister for Emergency Services)
- *Housing Act 2001*, jointly with the Minister for Social Housing

##### Minister for Social Housing

- *Aboriginal Housing Act 1998*, jointly with the Minister for Family and Community Services
- *Community Housing Providers (Adoption of National Law) Act 2012*, jointly with the Minister for Family and Community Services
- *Housing Act 2001*, jointly with the Minister for Family and Community Services
- *Residential Tenancies Act 2010*, jointly with the Minister for Innovation and Better Regulation

##### Minister for Ageing

- *Community Services (Complaints, Reviews and Monitoring) Act 1993*, jointly with the Minister for Family and Community Services and the Minister for Disability Services

##### Minister for Disability Services

- *Boarding Houses Act 2012*, Part 4 and Part 2 of Schedule 2 (Parts 1 and 5 and Part 1 of Schedule 2 jointly with the Minister for Innovation and Better Regulation)
- *Carers (Recognition) Act 2010*
- *Community Services (Complaints, Reviews and Monitoring) Act 1993*, jointly with the Minister for Family and Community Services and the Minister for Ageing
- *Community Welfare Act 1987*, jointly with the Minister for Family and Community Services (except, in parts, the Minister for Emergency Services)
- *Disability Inclusion Act 2014*
- *National Disability Insurance Scheme (NSW Enabling) Act 2013*

##### Minister for Multiculturalism

- *Advocate for Children and Young People Act 2014*
- *Multicultural NSW Act 2000*, jointly with the Premier

## 3.2.2 Legislative changes in 2017–18

### Changes in Acts and subordinate legislation

#### ***Child Protection (Working With Children) Act 2012***

The *Child Protection (Working with Children) Act 2012* was amended by the *Child Protection (Working with Children) Amendment (Statutory Review) Act 2018* to strengthen and streamline the Working With Children Check (WWCC) scheme. Changes include clarifying the definition of child-related work; inserting a definition of 'risk to the safety of children' to mean a risk that is 'real and appreciable', consistent with the well-established concept enunciated in *Commission for Children and Young People v V* [2002] NSWSC 949; and inserting a definition of 'criminal history' in section 5C, consistent with the recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse.

A new section 11D has also been inserted into the Act to introduce the discretion for the Children's Guardian to grant a 'continuing residence approval'. This allows a child or young person in care to continue to reside with an authorised carer after they turn 18 years old, despite the authorised carer not being able to hold a WWCC clearance, if the Children's Guardian is satisfied that any risks to the safety of children associated with the person residing at the property have been and continue to be sufficiently mitigated. Other amendments enhance information-gathering processes and improve compliance with the Act by strengthening employer verification requirements.

### Amendments to Regulations in 2017–18

#### **Child Protection (Working with Children) Regulation 2013**

The Child Protection (Working with Children) Regulation 2013 was amended by the *Child Protection (Working with Children) Amendment (Statutory Review) Act 2018*. Clause 6 of the Regulation was amended to clarify that a health practitioner working in child health services is undertaking child-related work and a new clause 20(2) provides that all parents volunteering on overnight camps with their child are required to hold a WWCC.

### Significant judicial decisions in 2017–18

#### ***Re Kelvin* [2017] FamCAFC 258**

On 30 November 2017, the Full Court of the Family Court of Australia found that a child who is capable of giving informed consent can authorise their own Stage 2 treatment for gender dysphoria and that the Court's authorisation is no longer required. This case was a significant departure from the Family Court's previous decision in *Re Jamie* (2013) FamCAFC 110, where the Court held that Stage 2 treatment for a child with gender dysphoria required Court authorisation.

However, Court authorisation is still required for children under the parental responsibility of the Minister who have been diagnosed with gender dysphoria and wish to commence Stage 2 treatment. Also, matters may still be taken to the Supreme Court to resolve any disagreement about the child's treatment, including between the child's parents, between the child and their parent or parents, or between medical experts.

#### ***Secretary, Department of Family and Community Services v Smith* [2017] NSWSC 6**

On 23 January 2017, the Supreme Court, in the exercise of its inherent parental jurisdiction, dismissed FACS' application for injunctive relief to prevent the publication of information that revealed that a child was under the parental responsibility of the Minister at the time of the child's disappearance.

In considering the application of the non-publication provisions in section 105 of the *Children and Young Persons (Care and Protection) Act 1998*, Justice Brereton weighed the interests of the child against the public interest and found that section 105 did not prohibit publishing information identifying that a child was under the parental responsibility of the Minister or in care. Ultimately, Justice Brereton held the view that the fact that the child disappeared while under the parental responsibility of the Minister was a matter of legitimate public interest.

Justice Brereton's decision was upheld by the Court of Appeal in *Secretary, Department of Family and Community Services v Smith* [2017] NSWCA 206 on 23 August 2017.

### **Hayward v R [2018] NSWCCA 104**

On 4 June 2018, the NSW Court of Criminal Appeal overturned Justice Fullerton's construction of section 29(1)(d)(iii) of the *Children and Young Persons (Care and Protection) Act 1998* in *Director-General, Department of Family and Community Services v FEW* [2013] NSWSC 1448 and held that FACS reports, or evidence of the contents of those reports, are inadmissible in criminal proceedings in the Supreme Court. However, reports made to FACS may still be subpoenaed in criminal proceedings.

### **CYH v Family and Community Services [2018] NSWCATAD 84**

On 17 April 2018, the Administrative Division of the NSW Civil and Administrative Tribunal held that a disclosure under Chapter 16A of the *Children and Young Persons (Care and Protection) Act 1998* would be lawfully authorised for the purposes of section 25 of the *Privacy and Personal Information Protection Act 1998*, as long as the disclosing body 'reasonably believes' that the provision of the information would assist the recipient to provide any service relating to the safety, welfare or wellbeing of the child or young person or class of children or young persons. If the disclosure goes beyond what is necessary to assist the recipient to achieve that purpose, it will not be a lawfully authorised disclosure under section 25.

## 3.2.3 Risk management and insurance

### Risk management activities

A key strategy for enterprise risk management in FACS and the AHO is for risk mitigation actions in risk registers to be included in business plans wherever possible. The intent is for risk reporting to be integrated with business planning, with performance tracking occurring in one place and planned activities and budgets to be prioritised based on risk. Wherever possible, business planning templates are pre-populated from risk registers.

During the year, the generic risk management tool was rolled out across all business directorates and districts for FACS and the AHO, and commenced for major programs. Substantive improvement in risk registers occurred during the period. The reporting of the status of the Enterprise Risk Management program at FACS and the AHO to the Risk and Audit Committee (RAC) occurred on a regular basis and to the FACS Executive Board as required. Risk management and business continuity is an agenda item for all quarterly reporting between the Secretary and Deputy Secretaries. Risk is a standard consideration in business note recommendations for senior executive approvals.

The Risk Team facilitates risk workshops within FACS and the AHO, and assists with developing effective controls to mitigate risk. A more frequent focus on major reform risks has continued due to the range and number of major reforms within FACS and consequent emerging risk areas.

The Risk Team promoted and engaged the business areas to commence and finalise their business continuity planning processes across FACS and the AHO. The FACS Business Planning Guide includes a segment on business continuity planning for consideration in the business planning process.

### Fraud control and corruption prevention

Fraud & Corruption Risk workshops were facilitated by the Fraud & Corruption Prevention Team with a specific focus on functions with a high risk of fraud and corruption, such as procurement, accounts payable and payroll. Training programs were introduced.

Consolidation of fraud and corruption incident/allegations data from across FACS occurred during the year.

A rebuild of data capture processes and registers for several ethics-related policies, together with a review of related policies, procedures and guidelines, occurred during the year, with a noticeable improvement in compliance resulting in an increased number of entries in ethics policy suite related registers.

The Fraud & Corruption Prevention Team provided advice as needed in response to queries concerning conflicts of interest, gifts, benefits and bequests, and secondary employment and private work.

### Compliance and governance support

The FACS Compliance Unit administers/coordinates the following:

- implementation of a FACS cluster-wide legislative and administrative compliance program to report on and monitor compliance, with external obligations to meet the requirements of Treasury Policy Paper 15-03
- declarations of FACS cluster-wide Senior Executive and nominated non-senior executive private interests to meet the centralised oversight requirements of the Public Service Commissioner Circular 2015-08.

### Internal Audit

FACS maintains an Internal Audit function, in accordance with Treasury Policy Paper 15-03, and is governed by a Charter that is approved by the Secretary.

Internal Audit is headed by the Chief Audit Executive, who reports functionally to the RAC. Internal Audit operate in accordance with the International Standards for the Professional Practice of Internal Auditing.

The Internal Audit function provides independent and objective review and advisory services designed to improve the department's operations, risk management, controls and governance processes. It provides assurance to the Secretary and the RAC that the department's financial and operational controls are operating in an efficient, effective and ethical manner.

During the year, Internal Audit undertook various audits of FACS business areas (including the AHO) in accordance with the Internal Audit Plan (endorsed by the RAC and approved by the FACS Executive) and other management-requested reviews.

Internal Audit uses a co-sourced delivery model in which it provides and manages internal audit services through a combination of in-house resources and external service providers.

## **Audit and risk committees**

### ***FACS (department)***

FACS has an independent Risk and Audit Committee (RAC), and a determination was granted by the Minister for the AHO to share its audit and risk functions with the department, including sharing the RAC. Due to the reporting arrangements with FACS, the AHO is deemed as non-compliant against RAC core requirements, which includes the Risk Management Framework, Internal Audit Function and Audit & Risk Committee.

As part of compliance with the *Treasury Policy Paper 15-03 Internal Audit and Risk Management Policy* for the NSW public sector, the RAC continued its advisory role in assisting the FACS Secretary with relevant and timely advice on the department's governance, risk and control activities and external accountability obligations.

Collectively, the RAC members have the experience, knowledge and qualifications to effectively discharge their responsibilities as outlined in the RAC Charter and Treasury Policy.

During the year, senior management from various business areas were invited to attend the RAC and present on their key risks. The topics presented included the AHO property management transfer program, the Corporate Services Transformation Program, ChildStory, Cyber Security and the Social Housing Strategy.

Four RAC meetings were held in 2017–18, with the number of meetings each independent member attended as follows:

- Elizabeth Carr (Independent Chair) – 4
- Denise Aldous (Independent Member) – 4
- Glenys Roper (Independent Member) – 4
- Abby Bloom (Independent Member) – 4
- Jim Mitchell (Independent Member) – 3.

### ***NSW Land and Housing Corporation***

The LAHC Audit and Risk Committee (ARC) monitors, reviews and provides oversight on LAHC's governance processes, risk management, control frameworks, annual financial statements and internal audit charter.

Five LAHC ARC meetings were held in 2017–18, with the number of meetings each member attended as follows:

- Christine Feldmanis (Independent Chair) – 5
- Peter Scarlett (Independent Member) – 5
- Dianne Hill (Independent Member) – 5.

## Insurance activities

### FACS (department) and John Williams Memorial Charitable Trust

Insurance is provided for all major assets and significant risks through the NSW Government self-insurance scheme (NSW Treasury Management Fund (TMF)). This includes full workers compensation (including personnel services provided to the AHO and LAHC), motor vehicle, property, public liability and miscellaneous insurance cover.

### Aboriginal Housing Office

TMF provides coverage for the AHO's insurable risks relating to its operations and property portfolio. Insurance against property and liability damage (fire damage, vehicle impact and tempest) less than \$250,000 on the AHO's property portfolio is self-insured by the AHO.

### NSW Land and Housing Corporation

LAHC's insurance policies are with the private underwriting market arranged using a broker (Marsh) with the approval of the NSW Government.

For LAHC, only the workers compensation insurance policy is with the NSW Government's self-insurance scheme (TMF).

## 3.2.4 Internal audit and risk management attestation statements

### FACS (department)

#### Internal Audit and Risk Management Attestation Statement for the 2017–2018 Financial Year for Department of Family and Community Services

I, Michael Coutts-Trotter, am of the opinion that the Department of Family and Community Services has internal audit and risk management processes in operation that are compliant with the eight (8) core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

#### Core Requirements

For each requirement, please specify whether compliant, non-compliant, or in transition

#### Risk Management Framework

- |     |  |           |
|-----|--|-----------|
| 1.1 | The agency head is ultimately responsible and accountable for risk management in the agency  | Compliant |
| 1.2 | A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009 | Compliant |

#### Internal Audit Function

- |     |  |           |
|-----|--|-----------|
| 2.1 | An internal audit function has been established and maintained   | Compliant |
| 2.2 | The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing | Compliant |
| 2.3 | The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'  | Compliant |

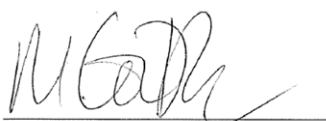
#### Audit and Risk Committee

- |     |   |           |
|-----|---|-----------|
| 3.1 | An independent Audit and Risk Committee with appropriate expertise has been established   | Compliant |
| 3.2 | The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations | Compliant |
| 3.3 | The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'   | Compliant |

#### Membership

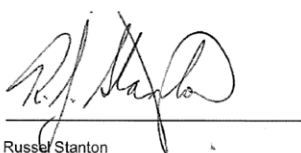
The chair and members of the Risk and Audit Committee are:

- Chair, Elizabeth Carr, 1 January 2014 to 31 December 2018
- Independent Member, Denise Aldous, 1 October 2017 to 30 September 2020
- Independent Member, Glenys Roper, 1 July 2014 to 30 June 2018
- Independent Member, Abby Bloom, 1 July 2014 to 30 June 2018
- Independent Member, Jim Mitchell, 2 February 2017 to 1 February 2020



Michael Coutts-Trotter  
Secretary  
Department of Family and Community Services

Date: 24.7.18



Russel Stanton  
CAE/Director, Internal Audit and Compliance

Contact: 9716 2474



# Aboriginal Housing Office

## Internal Audit and Risk Management Attestation Statement for the 2017–2018 Financial Year for Aboriginal Housing Office

I, Robynne Quiggin, Chairperson of the Aboriginal Housing Office Board, am of the opinion that the Aboriginal Housing Office, as part of the Department of Family and Community Services cluster, has internal audit and risk management processes in operation that are, excluding the exceptions or transitional arrangements described below, compliant with the eight (8) core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

<b>Core Requirements</b>	<b>For each requirement, please specify whether compliant, non-compliant, or in transition</b>
<b>Risk Management Framework</b>	
1.1 The agency head is ultimately responsible and accountable for risk management in the agency	Non-compliant
1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Non-compliant
<b>Internal Audit Function</b>	
2.1 An internal audit function has been established and maintained	Non-compliant
2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Non-compliant
2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Non-compliant
<b>Audit and Risk Committee</b>	
3.1 An independent Audit and Risk Committee with appropriate expertise has been established	Non-compliant
3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Non-compliant
3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Non-compliant

### Membership

The chair and members of the Principal Department Led Risk and Audit Committee are:

- Chair, Elizabeth Carr, 1 January 2014 to 31 December 2018
- Independent Member, Denise Aldous, 1 October 2017 to 30 September 2020
- Independent Member, Glenys Roper, 1 July 2014 to 30 June 2018
- Independent Member, Abby Bloom, 1 July 2014 to 30 June 2018
- Independent Member, Jim Mitchell, 2 February 2017 to 1 February 2020

Note: refer to page 50 for detailed 'non-compliant' reasons and reporting arrangement with FACS as granted by the Minister.

## Departures from Core Requirements

I, Robynne Quiggin, Chairperson of the Aboriginal Housing Office Board, advise that the internal audit and risk management processes for the Aboriginal Housing Office depart from the following core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*.

1. The circumstances giving rise to these departures have been determined by the Portfolio Minister and the Aboriginal Housing Office has implemented the following practicable alternative measures to meet the core requirements:

Departure	Reason for departure and description of practicable alternative measures implemented/being implemented
<b>Non-Compliance</b>	
<ul style="list-style-type: none"> <li>Core Requirement 1: Risk Management Framework</li> </ul>	<ul style="list-style-type: none"> <li>The Aboriginal Housing Office (AHO) is a not-for-profit entity. It is part of the Department of Family and Community Services (FACS) cluster. An Enterprise Risk Management Framework (ERMF) has already been established within FACS. The reasons for non-compliance are:               <ul style="list-style-type: none"> <li>resourcing constraints; and</li> <li>the AHO does not meet the requirements to enter into the appropriate shared arrangements for compliance in TPP16-02 Guidance on Shared Arrangements and Subcommittees for Audit and Risk Committees (TPP16-02) as the AHO's total annual expenditure is more than \$100 million.<sup>1</sup></li> </ul> </li> <li>The AHO, which is a FACS cluster entity, shares its operations and resources with FACS. The AHO is included in the current ERMF of FACS. The new draft risk framework is consistent with AS/NZS ISO 31000:2009. Risk reporting for the AHO is incorporated into operational risk reporting for FACS.</li> </ul>
<ul style="list-style-type: none"> <li>Core Requirement 2: Internal Audit Function</li> </ul>	<ul style="list-style-type: none"> <li>The AHO is a not-for-profit entity. It is part of the FACS cluster entity. The AHO's internal audit function is undertaken through the FACS internal audit group, which operates in accordance with the International Standards for the Professional Practice of Internal Auditing. The reasons for non-compliance are:               <ul style="list-style-type: none"> <li>resourcing constraints; and</li> <li>the AHO does not meet the requirements to enter into the appropriate shared arrangement for compliance in TPP16-02 as the AHO's total annual expenditure is more than \$100 million.</li> </ul> </li> <li>For the purpose of its internal audit function, the AHO has adopted a shared arrangement with FACS. The FACS Chief Audit Executive (CAE) is also the CAE of the AHO. The AHO's internal audit function is undertaken through the FACS internal audit group, which operates in accordance with the FACS Internal Audit Manual, which adopts and aligns with the requirements of the International Standards for the Professional Practice of Internal Auditing and is consistent with TPP15-03.</li> </ul> <p>The AHO shares its internal audit functions with FACS.</p>
<p>Core Requirement 3: Audit and Risk Committee</p>	<ul style="list-style-type: none"> <li>The AHO is a not-for-profit entity. It is part of the FACS cluster entity. The AHO is a participating entity in the FACS Principal Department Led Risk and Audit Committee. The reasons for non-compliance are:               <ul style="list-style-type: none"> <li>resourcing constraints; and</li> <li>the AHO does not meet the requirements to enter into the appropriate shared arrangements for compliance in TPP16-02 as the AHO's total annual expenditure is more than \$100 million.</li> </ul> </li> <li>The AHO, as a FACS cluster entity, is a participating entity in the Principal Department Led Risk and Audit Committee. The operations of the RAC comply with the requirements of TPP15-03 in overseeing the shared arrangement between FACS and the AHO.</li> </ul>

<sup>1</sup> Department of Family and Community Services Annual Report 2016–17.

These processes, including the practicable alternative measures implemented, demonstrate that the Aboriginal Housing Office has established and maintained frameworks, including systems, processes and procedures, for appropriately managing audit and risk within the Aboriginal Housing Office.



Robynne Quiggin, Chairperson

in accordance with a resolution of the Governing Board of the Aboriginal Housing Office

Date: 3<sup>rd</sup> August, 2018



Russel Stanton  
CAE/ Director, Internal Audit & Compliance  
Contact: 9716 2474

# NSW Land and Housing Corporation

## Internal Audit and Risk Management Attestation Statement for the 2017–2018 Financial Year for NSW Land and Housing Corporation

I, Michael Coutts-Trotter, Secretary of the Department of Family and Community Services and acting on behalf of the NSW Land and Housing Corporation (LAHC), am of the opinion that LAHC has internal audit and risk management processes in operation that are compliant with the eight core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

Core Requirements	Compliant/non-compliant/ in transition
<b>Risk Management Framework</b>	
1.1 The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant
<b>Internal Audit Function</b>	
2.1 An internal audit function has been established and maintained	Compliant
2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
<b>Audit and Risk Committee</b>	
3.1 An independent Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and external accountability obligations	Compliant
3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

### Audit and Risk Committee Membership

The chair and members of the Audit and Risk Committee are:

- Ms Christine Feldmanis – Independent Chair (period of appointment from 1 November 2016 to 31 October 2019)
- Mr Peter Scarlett – Independent Member (period of appointment from 17 December 2013 to 16 December 2019)
- Ms Dianne Hill – Independent Member (period of appointment from 27 May 2014 to 26 May 2020)



Michael Coutts-Trotter  
Secretary  
Department of Family and Community Services



Anne Skewes  
Deputy Secretary  
NSW Land and Housing Corporation

## 3.2.5 Digital information security policy

### Digital Information Security Annual Attestation Statement for the 2017–18 Financial Year for the Department of Family and Community Services

Information security is important to all divisions of the Department of Family and Community Services. As such, a risk-based approach is taken with regard to the implementation of security controls. A mature Information Security Management System (ISMS) is in operation which ensures our information security controls are commensurate with risks posed to the organisation.

I, Michael Coutts-Trotter, am of the opinion that the Department of Family and Community Services (including the Aboriginal Housing Office and the Land and Housing Corporation) had an Information Security Management System in place during the 2017–18 financial year that is consistent with the Core Requirements set out in the NSW Government Digital Information Security Policy.

The controls in place to mitigate identified risks to the digital information and digital information systems of the Department of Family and Community Services are adequate. It is however understood that these controls will be continually improved to respond to the continually changing threat landscape.

Risks to the digital information and digital information systems of the Department of Family and Community Services have been assessed with an independent ISMS certified in accordance with the NSW Government Digital Information Security Policy.

The Department of Family and Community Services has maintained certified compliance with ISO 27001 Information technology – Security techniques – Information security management systems – Requirements by an accredited third party during the 2017–18 financial year.



Michael Coutts-Trotter  
Secretary  
Date: 31.07.2018

## 3.3 Finance

### 3.3.1 Financial performance

#### Department of Family and Community Services (consolidated)

FACS' total revenue for the year was \$6.6 billion. The vast majority of income was provided through appropriation and grants (\$6.3 billion) by the NSW and Commonwealth governments and the rest by the provision of goods and services (\$205.6 million).

In 2017–18, FACS had an expenditure of \$6.4 billion in delivering services across NSW and \$112.5 million on capital works. Our largest category of expenditure was in the delivery of our major services and programs, including disability services, Commonwealth home and community care, state community care services, community support, out-of-home care, prevention and early intervention, statutory child protection, Aboriginal housing, homelessness services, social housing assistance and tenancy management. Many of these programs are delivered by non-government organisations (NGOs) on our behalf. Other items of expenditure included employee-related expenses (\$1.3 billion), other operating costs (\$405.6 million) and depreciation and amortisation (\$80.7 million).

#### FACS major expenditure categories

Category	2017–18 Actual (\$m)
Delivery of major programs	4,677.6
Employee-related	1,267.9
Other operating expenses	405.6
Depreciation and amortisation	80.7
Capital expenditure on new homes, upgrades and minor works	112.5

Source: FACS Annual Report 2017–18, Vol. 2: FACS Annual Consolidated Financial Statements.

FACS' actual net result for 2017–18 was a \$199.0 million surplus against a budgeted surplus of \$94.0 million, giving a net impact of \$105.0 million.

Total expenditure was \$200.4 million lower than budget, total revenue \$88.4 million lower than budget, and losses on disposals and other losses \$6.9 million higher than budget.

Additional information on budget variances is included in the Budget Review note of the department's financial statements.

#### Aboriginal Housing Office

The Aboriginal Housing Office (AHO) is a statutory body established under the *Aboriginal Housing Act 1998*. The AHO plans, develops and delivers housing programs and services to assist Aboriginal people that are grounded in the principles of self-determination and self-management for Aboriginal people.

Total revenue for the year comprised \$132.5 million, sourced mainly from rental income generated from the client base, as well as NSW and Commonwealth government funding in relation to the National Affordable Housing Agreement and the National Partnership Agreement on Remote Indigenous Housing. Total recurrent expenditure for the year was \$105.2 million, of which the major expenses were property-related (\$45.1 million), grants and subsidies (\$14.0 million) and personnel services (\$13.1 million). The capital program for the year was \$35.3 million for new dwellings and capital upgrades for Aboriginal tenants. Net assets at 30 June 2018 were \$2.1 billion.

### Aboriginal Housing Office expenditure categories

Category	2017–18 Actual (\$m)	2017–18 Budget (\$m)
<b>Revenue</b>		
Rent and other tenant charges	54.2	51.9
Grants and contributions	52.2	70.9
Other income (including assets acquired free of charge)	26.1	0
<b>Total revenue</b>	<b>132.5</b>	<b>122.8</b>
<b>Expenses</b>		
Property repairs, maintenance and utilities	24.8	21.8
Grants and subsidies	14.0	30.3
Personnel service costs	13.1	11.4
Other operating expenses	13.0	7.8
Depreciation and amortisation	20.1	20.1
Property council rates, tenancy management and maintenance service	20.3	20.2
Other expenses (including loss on disposal of assets and other losses)	3.2	1.5
<b>Total expenses</b>	<b>108.4</b>	<b>112.9</b>
<b>Net result</b>	<b>24.1</b>	<b>9.7</b>

Source: FACS Annual Report 2017–18, Vol. 2: AHO Annual Consolidated Financial Statements and Budget Estimates 2018–19 Budget Paper: 3.

### Aboriginal Housing Office 2018–19 expenditure and revenue categories

Category	2018–19 Budget (\$m)
Revenue	148.0
Expenses	134.9
<b>Net budget result</b>	<b>13.1</b>

Source: Budget Estimates 2018–19 Budget Paper: 3.

## NSW Land and Housing Corporation

The NSW Land and Housing Corporation (LAHC) is a statutory body within the FACS cluster and is responsible for managing the NSW Government's public housing portfolio. LAHC is a public trading enterprise responsible for administering the *Housing Act 2001*. LAHC owns and manages land, buildings and other assets within the portfolio, valued at approximately \$54.4 billion.

### Overview of 2017–18 financial activities

Category	2017–18 Actual (\$m)	2017–18 Budget (\$m)
<b>Revenue</b>		
Rent and other tenant charges	875.1	853.5
Government grants	127.7	112.1
Other revenue	45.9	32.5
<b>Total revenue</b>	<b>1,048.7</b>	<b>998.1</b>
<b>Expenses</b>		
Repairs and maintenance	413.3	270.9
Council and water rates	226.7	232.2
Personnel services expenses	62.0	71.8
Depreciation and amortisation	500.4	481.9
Grants and subsidies	80.7	76.0
Other expenses (including gain on disposal of assets and other losses)	228.6	363.6
<b>Total expenses</b>	<b>1,511.7</b>	<b>1,496.4</b>
<b>Net result</b>	<b>(463.0)</b>	<b>(498.3)</b>

Source: FACS Annual Report 2017–18, Vol. 2: LAHC Annual Consolidated Financial Statements.

### NSW Land and Housing Corporation 2018–19 expenditure and revenue categories

Category	2018–19 Budget (\$m)
Revenue	978.3 <sup>1</sup>
Expenses	1,461.3 <sup>1</sup>
<b>Net budget result</b>	<b>(483.0)</b>

Source: Approved LAHC Budget 2018–19.

<sup>1</sup>The Social Housing Management Transfer program will lead to a reduction of both rental revenue and property-related expenditure for the financial year ending 30 June 2019. Up to 35 per cent of social housing property management will be transferred to the community housing sector over the next three years to enable locally based organisations to better respond to tenant needs and improve social housing experience.



## 3.3.2 Payment of accounts

The payment of accounts for goods and services is closely monitored by each entity to ensure accounts are paid in accordance with NSW Treasury directions. Process improvements across FACS and related entities are being undertaken to further improve payment-on-time performance. Accounts payable policies and procedures are in accordance with the guidelines established by the NSW Small Business Commissioner. Interagency transactions are excluded from the data, resulting in lower volumes being reported in 2017–18 as compared to 2016–17.

### FACS (department)

The Aboriginal Housing Office and the NSW Land and Housing Corporation are not included in the consolidated FACS figures; they are reported separately below.

#### Aged analysis at the end of each quarter

Measure	Sep 2017	Dec 2017	Mar 2018	Jun 2018
<b>All suppliers</b>				
Current not yet due (\$)	12,969,308	25,157,371	14,045,014	26,962,963
Overdue 1–30 days (\$)	207,892	620,832	301,962	403,319
Overdue 31–60 days (\$)	86,914	67,599	377,425	87,783
Overdue 61–90 days (\$)	101,059	18,593	246,653	356,345
Overdue 91 days and over (\$)	109,259	135,031	231,290	332,806
<b>Small business suppliers</b>				
Current not yet due (\$)	130,862	314,382	211,411	975,883
Overdue 1–30 days (\$)	367	513	6,367	378
Overdue 31–60 days (\$)	0	239	0	0
Overdue 61–90 days (\$)	0	1,750	2,023	800
Overdue 91 days and over (\$)	0	0	369	7,342

Source: FACS Quarterly Payment Performance Report 2017–18.

#### Accounts due or paid within each quarter

Measure	Unit	Sep 2017	Dec 2017	Mar 2018	Jun 2018
<b>All suppliers</b>					
Accounts due for payment	Number	153,044	162,282	155,809	166,932
Accounts paid on time	Number	152,493	161,604	153,722	164,908
Accounts paid on time (based on number of accounts)	Per cent	99.6%	99.6%	98.7%	98.8%
Accounts due for payment	\$	690,281,342	952,106,554	392,607,004	803,948,119
Accounts paid on time	\$	687,333,859	949,940,956	384,565,490	799,124,135
Accounts paid on time (based on \$)	Per cent	99.6%	99.8%	98.0%	99.4%
Payments for interest on overdue accounts	Number	0	1	6	11
Interest paid on overdue accounts	\$	0	41	416	715
<b>Small business suppliers</b>					
Accounts due for payment	Number	1,239	1,229	1,097	1,118
Accounts paid on time	Number	1,209	1,205	1,030	1,074

Measure	Unit	Sep 2017	Dec 2017	Mar 2018	Jun 2018
Accounts paid on time (based on number of accounts)	Per cent	97.6%	98.0%	93.9%	96.1%
Accounts due for payment	\$	3,009,758	2,285,639	2,881,872	3,678,095
Accounts paid on time	\$	2,968,803	2,258,926	2,735,773	3,586,011
Accounts paid on time (based on \$)	Per cent	98.6%	98.8%	94.9%	97.5%
Payments for interest on overdue accounts	Number	0	1	6	11
Interest paid on overdue accounts	\$	0	41	416	715

Source: FACS Quarterly Payment Performance Report 2017–18.

## Aboriginal Housing Office

### Aged analysis at the end of each quarter

Measure	Sep 2017	Dec 2017	Mar 2018	Jun 2018
<b>All suppliers</b>				
Current not yet due (\$)	437,751	531,261	737,337	780,441
Overdue 1–30 days (\$)	19,443	0	0	5,552
Overdue 31–60 days (\$)	21,928	47	0	0
Overdue 61–90 days (\$)	0	0	0	0
Overdue 91 days and over (\$)	89	183	0	387
<b>Small business suppliers</b>				
Current not yet due (\$)	0	0	22,725	69
Overdue 1–30 days (\$)	0	0	0	0
Overdue 31–60 days (\$)	0	0	0	0
Overdue 61–90 days (\$)	0	0	0	0
Overdue 91 days and over (\$)	0	0	0	0

### Accounts due or paid within each quarter

Measure	Unit	Sep 2017	Dec 2017	Mar 2018	Jun 2018
<b>All suppliers</b>					
Accounts due for payment	Number	658	963	1,379	1,557
Accounts paid on time	Number	639	955	1,345	1,541
Accounts paid on time (based on number of accounts)	Per cent	97.1%	99.2%	97.5%	99.0%
Accounts due for payment	\$	4,216,549	5,750,714	8,445,663	13,448,587
Accounts paid on time	\$	3,945,266	5,739,874	8,268,403	13,421,797
Accounts paid on time (based on \$)	Per cent	93.6%	99.8%	97.9%	99.8%
Payments for interest on overdue accounts	Number	0	0	0	1

Measure	Unit	Sep 2017	Dec 2017	Mar 2018	Jun 2018
Interest paid on overdue accounts	\$	0	0	0	69
<b>Small business suppliers</b>					
Accounts due for payment	Number	8	12	39	101
Accounts paid on time	Number	6	12	38	100
Accounts paid on time (based on number of accounts)	Per cent	75.0%	100.0%	97.4%	99.0%
Accounts due for payment	\$	146,893	6,438	34,765	63,179
Accounts paid on time	\$	146,086	6,438	26,965	62,775
Accounts paid on time (based on \$)	Per cent	99.5%	100.0%	77.6%	99.4%
Payments for interest on overdue accounts	Number	0	0	0	1
Interest paid on overdue accounts	\$	0	0	0	69

Source: Quarterly Payment Performance Report – Summary Apr–Jun 2018.

## NSW Land and Housing Corporation

### Aged analysis at the end of each quarter

Measure	Sep 2017	Dec 2017	Mar 2018	Jun 2018
<b>All suppliers</b>				
Current not yet due (\$)	48,261,964	26,202,714	30,250,066	37,540,661
Overdue 1–30 days (\$)	4,641	12,662	165,266	9,247
Overdue 31–60 days (\$)	30,733	479,652	0	132
Overdue 61–90 days (\$)	0	63,622	2,346	1,410
Overdue 91 days and over (\$)	17,953	35,014	36,831	38,688
<b>Small business suppliers</b>				
Current not yet due (\$)	128,198	193,584	58,493	158,646
Overdue 1–30 days (\$)	0	0	0	0
Overdue 31–60 days (\$)	0	0	0	0
Overdue 61–90 days (\$)	0	0	0	0
Overdue 91 days and over (\$)	0	0	0	0

Source: Underlying payment reports of LAHC's financial accounting system.

## Accounts due or paid within each quarter

Measure	Unit	Sep 2017	Dec 2017	Mar 2018	Jun 2018
<b>All suppliers</b>					
Accounts due for payment	Number	163,222	159,479	160,888	158,796
Accounts paid on time	Number	163,166	159,292	160,708	158,707
Accounts paid on time (based on number of accounts)	Per cent	100%	99.9%	99.9%	99.9%
Accounts due for payment	\$	354,511,987	364,871,581	257,265,990	339,815,392
Accounts paid on time	\$	353,542,148	363,247,708	254,602,328	338,940,347
Accounts paid on time (based on \$)	Per cent	99.7%	99.6%	99%	99.7%
Payments for interest on overdue accounts	Number	0	0	13	7
Interest paid on overdue accounts	\$	0	0	613	928
<b>Small business suppliers</b>					
Accounts due for payment	Number	425	326	296	311
Accounts paid on time	Number	410	301	281	302
Accounts paid on time (based on number of accounts)	Per cent	96.5%	92.3%	94.9%	97.1%
Accounts due for payment	\$	2,977,036	3,359,094	1,501,380	2,335,905
Accounts paid on time	\$	2,963,780	3,235,801	1,446,696	2,219,166
Accounts paid on time (based on \$)	Per cent	99.6%	96.3%	96.4%	95%
Payments for interest on overdue accounts	Number	0	0	13	7
Interest paid on overdue accounts	\$	0	0	613	928

Source: Underlying payment reports of LAHC's financial accounting system.

## 3.3.3 Investment performance

### Aboriginal Housing Office

The AHO does not have any investments.

### NSW Land and Housing Corporation

The NSW Land and Housing Corporation (LAHC) derives its investment powers from Part 2, Schedule 4, of the *Public Authorities (Financial Arrangements) Act 1987* as amended. Up to 6 October 2017, LAHC has invested in fixed term deposits with appropriately rated Australian banks. The average rate of return for the period these investments were held was 2.42 per cent, compared to TCorpIM Cash Fund's rate of 2.24 per cent as at 30 September 2017.

In accordance with NSW TC15/01 *Cash Management – Expanding the Scope of the Treasury Banking System (TBS)*, LAHC has transferred the proceeds of its fixed interest investments to the TBS upon maturity. As at 30 June 2018, LAHC has no fixed term deposits with appropriately rated Australian banks.

## 3.3.4 Liability management performance

### Aboriginal Housing Office

The AHO does not have any debt.

### NSW Land and Housing Corporation

As at 30 June 2018, the nominal value of LAHC's debt portfolio was \$782 million. This comprises \$628 million in advances from the Australian Government, \$149 million in loans payable to TCorp and \$5 million in loans from other sources.

During 2017–18, LAHC repaid \$31 million of its debts, mainly to the Australian Government.

LAHC retained the services of TCorp to manage the tradable portion of the debt portfolio. A Weighted Average Life (WAL) benchmark was adopted to measure LAHC's debt management performance. The actual WAL for the financial year ended 30 June 2018 was 4.63, within the allowable range of 4 +/- 0.75 years.

## 3.3.5 Consultants

### FACS (department)

#### Consultancies equal to or over \$50,000

Consultant	Project	Amount (\$)*	Category
Deloitte Access Economics Pty Ltd	Economic Modelling – benefits of social housing to NSW economy and factors influencing social housing demand	91,223	Management Services

\* Amount includes GST and is rounded to nearest dollar.

#### Consultancies under \$50,000

There were no consultancies under \$50,000 for FACS (department).

### Aboriginal Housing Office

There were no consultancies equal to, over or under \$50,000 for the Aboriginal Housing Office.

### NSW Land and Housing Corporation

There were no consultancies equal to, over or under \$50,000 for the NSW Land and Housing Corporation.

## 3.3.6 Land disposal

### FACS (department)

There were no sales of \$5 million or more in 2017–18 other than by tender or public auction. There were no family or business connections between any of the parties involved in property sales.

### Aboriginal Housing Office

There were no sales of \$5 million or more in 2017–18 other than by tender or public auction. There were no family or business connections between any of the parties involved in property sales.

### NSW Land and Housing Corporation

There were no sales of \$5 million or more in 2017–18 other than by tender or public auction. There were no family or business connections between any of the parties involved in property sales.

Note: Access to documents relating to property disposals may be obtained under the *Government Information (Public Access) Act 2009*. More information is available at [www.facs.nsw.gov.au](http://www.facs.nsw.gov.au).



## 3.3.7 Major capital works

This section lists major works in progress, including the cost of those works to date and the estimated dates of completion. It also includes details of any significant delays, cancellations or cost overruns in major works.

### FACS (department)

Project description	Total estimated cost (\$'000) <sup>1</sup>	Cost up to 30 June 2018 (\$'000) <sup>2</sup>	Expected completion	Completed, in progress, delays, cancellation or cost overruns
<b>New works</b>				
Accommodation (co-location and upgrade)	16,500	8,806	2021	In progress
<b>Works in progress</b>				
Fire and Building Safety Mitigation	53,897	48,046	2018	Completed
Frontline System Support	88,290	88,290	2018	Completed
Corporate and Shared Services Projects	48,092	42,870	2019	Revised scope of work
Office Accommodation	8,746	1,258	2019	In progress
Large Residential Centre Redevelopments - Non Government Organisation	87,082	85,397	2019	Revised scope of work

1. Total estimated cost is the estimated cost for the the whole project

2. Cost up to 30 June 2018 is the total cost from project inception through to 30 June 2018

### Aboriginal Housing Office

Project description	Total estimated cost (\$'000) <sup>1</sup>	Cost up to 30 June 2018 (\$'000) <sup>2</sup>	Expected completion	Completed, in progress, delays, cancellation or cost overruns
<b>New works</b>				
Aboriginal Housing - New Supply	34,855	21,296	2020	In progress
National Partnership - Remote Indigenous Housing New Supply and Employment Related Accommodation	21,538	3,569	2019	In progress
<b>Works in progress</b>				
Aboriginal Housing - New Supply	7,720	1,927	2019	In progress
National Partnership - Remote Indigenous Housing New Supply and Employment Related Accommodation	2,843	2,961	2018	In progress

1. Total estimated cost is the estimated cost for the the whole project

2. Cost up to 30 June 2018 is the total cost from project inception through to 30 June 2018

## NSW Land and Housing Corporation

Project description	Total estimated cost (\$'000) <sup>1</sup>	Cost up to 30 June 2018 (\$'000) <sup>2</sup>	Expected completion	Completed, in progress, delays, cancellation or cost overruns
<b>New works</b>				
Office Accommodation and Administrative Assets	2,720	1,127	2018	Completed
Social Housing - Asset Improvement	216,548	195,371	2018	Completed
Social Housing - New Supply	2,000,670	271,089	2029	In progress
<b>Works in progress</b>				
Social Housing - New Supply	287,543	232,087	2020	In progress

1. Total estimated cost is the estimated cost for the the whole project

2. Cost up to 30 June 2018 is the total cost from project inception through to 30 June 2018

## 3.4 Governance and other matters

### 3.4.1 Public interest disclosures

FACS has a *Public Interest Disclosure Internal Reporting Policy* covering all staff. The policy is consistent with the NSW Ombudsman model reporting policy and the requirements of the NSW *Public Interest Disclosures Act 1994* (PID Act).

Actions have been taken to ensure staff are aware of their responsibility under the PID Act, and the policy and corresponding procedures are available to staff on the FACS intranet. The department's public interest disclosure officers are also identified on the intranet. Under the PID Act, FACS staff are required to report certain information; this information is shown in the tables below.

No public interest disclosures were made in relation to the Aboriginal Housing Office or the NSW Land and Housing Corporation in 2017–18.

#### FACS (department)

**Table 1: Number of public interest disclosures (PIDs)**

Category	Course of their day-to-day functions	Made pursuant to a statutory obligation	All other disclosures
Public officials who have made a PID to the public authority	2	0	0
PIDs received by the public authority in total			
• Corrupt conduct	0	0	0
• Maladministration	2	0	0
• Serious and substantial waste of public or local government money	0	0	0
• Government information contraventions	0	0	0
• Local government pecuniary interest contraventions	0	0	0
PIDs finalised	1	0	0

## 3.4.2 Privacy management

### FACS (department)

#### Privacy Management Plan

The FACS Privacy Management Plan (PMP) will supersede the individual stream PMPs for housing, community services and disability operations which are currently in place. The draft FACS PMP was provided to the Office of the Privacy Commissioner for comment and to internal stakeholders in early 2017. The PMP was uploaded to the internet on 25 July 2018: [www.facs.nsw.gov.au/resources/policies](http://www.facs.nsw.gov.au/resources/policies)

#### Internal reviews

Sixty-eight privacy complaints were received by FACS Legal between 1 July 2017 and 30 June 2018. Twenty-one resulted in completed internal reviews, with 15 in progress as at 30 June 2018.

The remaining 32 complaints were either resolved informally, were not pursued or were withdrawn by the complainant.

#### Privacy access

From 1 July 2017 to 30 June 2018, FACS Legal received 15 applications for access. One matter proceeded to an application to amend.

#### Privacy amendments

From 1 July 2017 to 30 June 2018, FACS Legal received five applications.

#### Privacy advice

From 1 July 2017 to 30 June 2018, FACS Legal received 105 requests that required legal work exceeding one hour. The requests have largely been from internal stakeholders undertaking research, project work and matters where the business owner wanted to manage proactively a potential privacy breach. FACS Legal has also developed the practice of making a voluntary data breach notification to the NSW Privacy Commissioner as part of FACS' ongoing commitment to reinforce internally to FACS staff the importance of protecting personal information and to demonstrate to the public that FACS views the protection of information as a priority.

From 1 July 2017 to 30 June 2018, FACS Legal also provided advice requiring less than one hour of legal work at the rate of approximately 20 each month.

### Aboriginal Housing Office

In 2017–18, the AHO did not conduct any internal reviews under the *Privacy and Personal Information Protection Act 1998* (PIIP Act) and did not receive any internal review applications made under the PIIP Act.

### NSW Land and Housing Corporation

LAHC, as part of FACS cluster, aligns itself to the FACS PMP and practices as stated on the FACS website. In 2017–18, LAHC did not receive any internal review applications made under the PIIP Act.

## 3.4.3 Right to information

### Review of proactive release program

In 2017–18, FACS updated the contents of its website and conducted an annual review of proactively released information when updating the Agency Information Guide. FACS regularly reviews its programs to ensure that information which is in the public interest and assists people with access to services is made publicly available. FACS provides information about major plans and services to individuals, families, carers and service providers. Other information is proactively released via the FACS website, such as policies, resources, reports, plans, papers, newsletters and statistical data.

### Number of access applications received

During 2017–18, FACS received 802 access applications.

### Number of refused applications for Schedule 1 information

During 2017–18, FACS refused 189 access applications because the information requested was referred to in Schedule 1 of the *Government Information (Public Access) Act 2009* (GIPA Act). Of the 189 applications, 12 were refused in full and 177 were refused in part.

### Statistical information about access applications for the FACS cluster

Table 1: Number of applications by type of applicant and outcome<sup>1</sup>

Type of applicant	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	1	6	2	0	0	1	0	1
Members of Parliament	2	4	0	5	3	4	0	0
Private sector business	0	0	1	1	0	2	0	0
Not-for-profit organisations or community groups	1	3	2	2	0	1	0	0
Members of the public (application by legal representative)	15	302	3	42	64	26	0	9
Members of the public (other)	32	201	11	32	10	23	4	6

<sup>1</sup> More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table 2.

**Table 2: Number of applications by type of application and outcome**

Type of application	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications <sup>1</sup>	37	487	11	64	71	46	4	14
Access applications (other than personal information applications)	14	22	8	14	6	10	0	1
Access applications that are partly personal information applications and partly other	0	7	0	4	0	1	0	1

<sup>1</sup> A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the GIPA Act) about the applicant (the applicant being an individual).

**Table 3: Invalid applications**

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the GIPA Act)	247
Application is for excluded information of the agency (section 43 of the GIPA Act)	0
Application contravenes restraint order (section 110 of the GIPA Act)	0
Total number of invalid applications received	247
Invalid applications that subsequently became valid applications	148

**Table 4: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the GIPA Act**

Consideration	Number of times consideration used <sup>1</sup>
Overriding secrecy laws	0
Cabinet information	3
Executive Council information	1
Contempt	5
Legal professional privilege	14
Excluded information	5
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	6
Care and protection of children	164
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

<sup>1</sup> More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table 5.

**Table 5: Other public interest considerations against disclosure: matters listed in table in section 14 of the GIPA Act**

Consideration	Number of occasions when application not successful
Responsible and effective government	226
Law enforcement and security	8
Individual rights, judicial processes and natural justice	421
Business interests of agencies and other persons	86
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	3

**Table 6: Timeliness of applications**

Timeframe	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	766
Decided after 35 days (by agreement with applicant)	25
Not decided within time (deemed refusal)	2
<b>Total</b>	<b>793</b>

**Table 7: Number of applications reviewed under Part 5 of the GIPA Act**

Type of review	Decision varied	Decision upheld	Total
Internal review	2	1	3
Review by Information Commissioner <sup>1</sup>	2	5	7
Internal review following recommendation under section 93 of the GIPA Act	2	0	2
Review by Administrative Decisions Tribunal	7	4	11
<b>Total</b>	<b>13</b>	<b>10</b>	<b>23</b>

<sup>1</sup> The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

**Table 8: Applications for review under Part 5 of the GIPA Act**

Type of applicant	Number of applications for review
Applications by access applicants	23
Applications by persons to whom information the subject of access application relates (see section 54 of the GIPA Act)	0

**Table 9: Applications transferred to other agencies under Division 2 of Part 4 of the GIPA Act**

Type of transfer	Number of applications for transferred
Agency-initiated transfers	2
Applicant-initiated transfers	0

## 3.4.4 Consumer response

FACS responds to requests for information and accepts feedback and complaints about all aspects of its business. We seek to respond to complaints in a timely manner and handle all complaints in a fair, transparent and professional way.

Feedback Assist is a new complaints management system under the whole-of-government Complaints Handling Improvement Program (CHIP), the biggest initiative to date of the NSW Government on complaints handling. The system is comprised of a widget uploaded on NSW Government websites, and Salesforce, a cloud-based case management system.

Feedback Assist is now live on 24 FACS public-facing websites.

### Aboriginal Housing Office

Type of feedback	2016–17 (number)	2016–17 (%)	2017–18 (number)	2017–18 (%)
Service quality/delivery	36	9.7	334	30.7
Behaviour of staff	20	5.4	0	0
Service access/ processes/procedures	138	37.3	644	59.2
Communication	0	0	0	0
Service request/referral	0	0	0	0
Compliments	0	0	0	0
Suggestions	0	0	0	0
Other feedback	176	47.6	110	10.1
<b>Total feedback</b>	<b>370</b>	<b>100.0</b>	<b>1,088</b>	<b>100.0</b>

During the 2017–18 period, the AHO responded to 1,088 enquiries from Aboriginal people relating to housing, tenancy and asset management matters. This is a significant increase from previous years and is a direct result of improvements made to the AHO client interaction and complaints system, which was updated in March 2017 to better capture data regarding client enquiries.

AHO staff resolved 91 per cent of all these enquiries within 22 days or less.

The AHO is currently working on further improving the data available to the business by developing a purpose-built client interaction and complaints system as part of its new Ngamaru IT system.

### Ageing Disability and Home Care

FACS transferred or had previously transferred most of its disability services to other organisations and therefore full-year data on complaints is not available.



## Community Services

Type of feedback	2016–17 (number)	2016–17 (%)	2017–18 (number)	2017–18 (%)
Service quality/delivery	142	30.0	153	29.1
Behaviour of staff	88	18.6	106	20.2
Service access/ processes/procedures	128	27.0	167	31.8
Communication	104	21.9	99	18.9
Service request/referral	0	0	0	0
Compliments	0	0	0	0
Suggestions	0	0	0	0
Other feedback	12	2.5	0	0
<b>Total feedback</b>	<b>474</b>	<b>100.0</b>	<b>525</b>	<b>100.0</b>

The Enquiry Feedback and Complaints Unit (EFCU) provides a centralised intake and referral point for feedback relating to child protection services, including FACS-funded NGOs.

EFCU operates 9.00am–4.30pm Monday to Friday. The unit can be contacted via telephone (1800 000 164), online, post or email (complaints@facs.nsw.gov.au). EFCU aims to resolve complaints within 20 working days, although some complex issues may take longer.

Enhancement of the complaints-handling process continues as part of the Premier's Priorities for Improving Government Services. This includes increased accessibility, communication, accountability, timeliness, and transparency for feedback.

There was an increase of 51 formal complaints for 2017–18. This increase primarily relates to the expansion of feedback for funded services, meaning an increased volume would be expected. EFCU continues to work with districts and frontline services to deliver full and objective resolutions to clients and stakeholders.

## Housing Services and NSW Land and Housing Corporation

Type of feedback	2016–17 (number)	2016–17 (%)	2017–18 (number)	2017–18 (%)
Service quality/delivery	1,938	28.0	1,698	30.6
Behaviour of staff	291	4.2	224	4.0
Service access/processes/ procedures	2,812	40.6	1,844	33.3
Communication	0	0	0	0
Service request/referral	1,011	14.6	1,119	20.2
Compliments	438	6.3	409	7.4
Suggestions	54	0.8	73	1.3
Other feedback	378	5.5	176	3.2
<b>Total feedback</b>	<b>6,922</b>	<b>100.0</b>	<b>5,543</b>	<b>100.0</b>

The Housing Contact Centre Client Feedback Unit (CFU) provides a centralised intake and referral point for feedback and complaints relating to FACS housing services.

CFU operates in the spirit of 'minimising client effort' by providing one readily accessible unit to process a range of work requests for clients and stakeholders. CFU staff are available via telephone (1800 422 322) 8.30am–4.30pm, Monday to Friday. Alternatively, clients are able to submit online feedback, send a letter or email [feedback@facs.nsw.gov.au](mailto:feedback@facs.nsw.gov.au).

In 2017–18, initiatives across housing services have focused on increased communication with clients and improving the timeliness of service requests, leading to a decrease in the total volume of complaints received through feedback. These initiatives include enhancements to the feedback system through the Premier's Priorities for Improving Government Services.

## 3.4.5 Research and development

Project name	2017–18 funding \$ (exclusive of GST)	Project status*
Valuing Social Housing (Sustainable Built Environment National Research Centre Project)	N/A	Completed April 2017
Women in NSW Report 2018	1,753	In progress
Health and Wellbeing: Women in NSW Report Series 2017	7,273	Completed
NSW Domestic Violence Disclosure Scheme Evaluation & Crisis Assistance Service Review Pilots Evaluation	110,603	Completed
Evaluation of the pilot of the Aboriginal Cultural Capability Framework training	16,350	In progress
Aboriginal Cultural Capability Assessment Tool (ACCAT)	18,157	In progress
Aboriginal Clients' Satisfaction and Experience Plan	20,437	In progress
Aboriginal Outcomes Strategy Evaluation Plan	21,760	In progress
Integrated Domestic and Family Violence Services	33,603	In progress
Procuring Social and Affordable Housing (Sustainable Built Environment National Research Centre Project)	33,333	In progress
Digital Asset Information Model (DAIM) Framework (Sustainable Built Environment National Research Centre Project)	33,333	In progress
Sustainable and Resilient Buildings (Sustainable Built Environment National Research Centre Project)	33,333	In progress
Brighter Futures-SafeCare Evaluation	34,891	In progress
Career Pathways	42,000	In progress
Aboriginal Population Projections: 2016–2036	52,000	Completed
Future Directions – Evidence Review Employment Pathways	45,000	In progress
Aboriginal Housing Office (AHO) Housing Demand forecasting model	78,000	In progress
The NSW Ageing Strategy 2016–2020	68,000	In progress
Achieving Better Mental Health for Maltreated Children: Translating Population Data into Policy	100,000	In progress
NSW Child Development Study	100,000	In progress
Youth Hope Program	108,652	In progress
AHO Build and Grow Community Housing Strategy Evaluation	115,000	In progress
Safer Pathway Stage Two Evaluation	119,448	In progress
Wilcannia Overcrowding Pilot Project Evaluation	128,000	In progress
AHO Tenant Support and Education Program (TSEP)	129,000	Completed
Men's Behaviour Change Program Pilots Evaluation	148,542	In progress
Premier's Youth Initiative Evaluation	190,909	In progress
Their Futures Matter Program Evaluations	215,845	In progress
AHO Tenant Satisfaction and Experience Survey	277,000	In progress

Project name	2017–18 funding \$ (exclusive of GST)	Project status*
Disability Inclusion Plan review	300,000	In progress
Pathways of Care Longitudinal Study	1,253,195	In progress

\* In-progress evaluations: only include actual funding spent during 2017–18 and do not include planned or budgeted future evaluation activities (including large-scale evaluations such as Future Directions, Targeted Earlier Intervention and Permanency Support Program), or in-kind contributions.

## 3.4.6 International travel

FACS employees made a total of seven overseas visits in 2017–18. The reasons for the visits included attending conferences, sharing of public practices and process, and fulfilment of child protection commitments.

### FACS (department)

Officer	Dates	Destination	Purpose of visit
Ms Pamela Swinfield	13–23 October 2017	Colorado, USA	To present at a conference
Ms Lauren Dewsnapp	25–29 November 2017	Wellington, NZ	To attend the ANZSOG residential school
Ms Briony Foster	26–29 November 2017	Wellington, NZ	To attend the ANZSOG residential school
Ms Catherine Carvolth	26–29 November 2017	Wellington, NZ	To attend the ANZSOG residential school
Mr Gary Groves	9–20 January 2018	USA	To accompany Minister Goward to explore the best practice for evidence-based public policy social and affordable housing, child protection and adoption services
Caseworker*	14–20 April 2018	Wellington, NZ	To accompany a child
Caseworker*	14–20 April 2018	Wellington, NZ	To accompany a child

\* Caseworkers are not identified by name in order to protect the identity of the children and young people they have accompanied.

### Aboriginal Housing Office

There were no overseas visits made by employees in 2017–18.

### NSW Land and Housing Corporation

There were no overseas visits made by employees in 2017–18.

## 3.4.7 Disability Inclusion Action Plan

The *Disability Inclusion Act 2014* (DIA) formalises Australia's commitment to the United Nations Convention on the Rights of Persons with Disabilities and requires the creation of two different types of plan, the NSW Disability Inclusion Plan (NSW DIP) and the Disability Inclusion Action Plan (DIAP).

### NSW Disability Inclusion Plan

The NSW DIP, is a high-level multi-agency plan prepared by FACS to set out how the NSW Government will support inclusion for people with disability. The plan has four focus areas: developing positive community attitudes and behaviours, creating liveable communities, supporting access to meaningful employment, and improving access to mainstream services through better systems and processes. The NSW DIP was launched on 26 February 2015 and will be revised at the end of its four-year life in 2019.

FACS established a Disability Inclusion Plan Implementation Committee in 2015 to oversee the sector-wide implementation of the NSW DIP. This committee comprises representatives from the NSW Government, disability peak organisations and community partners.

### Disability Inclusion Action Plan

All NSW Government departments and most agencies are required to create their own DIAP. DIAPs set out the measures the departments intend to put in place to ensure that people with disability can access services and participate fully in the community. The FACS DIAP was launched in December 2015 and was refreshed in June 2018 to accommodate the emerging disability inclusion priorities across FACS.

FACS is coordinating the review and reporting on the implementation of the NSW DIP. The review is being overseen by the NSW Disability Inclusion Plan Implementation Committee and will report by January 2019. The review will capture the progress of implementation of DIAPs and state-wide strategies to support inclusion.

### Review of the NSW Disability Inclusion Act

The DIA is due to be reviewed between August 2018 and August 2019. FACS has commenced this process and will coordinate public consultation, cabinet submissions, the drafting of discussion papers and the drafting the final review report.

### Integration of FACS services with the disability service system

In preparation for the NDIS full scheme from July 2018, FACS program and service delivery leads have been working to ensure that people with disability who have contact with our services are fully supported, whether they are NDIS participants or not. This has involved reviewing policies and procedures and developing effective relationships with the National Disability Insurance Authority (NDIA) and its funded disability service providers.

### Effective secretariat and governance

FACS continues to provide secretariat support for the NSW Disability Council, the Carers Advisory Committee and the NSW Disability Inclusion Plan Implementation Committee, which met on four occasions in 2017–18.

## FACS Disability Action Plan 2015–2019

### Developing positive attitudes and behaviours

- **Employable Me** – In 2018 FACS, in partnership with the ABC and Screen Australia, released the three-part TV series *Employable Me*. The aim of the series was to highlight the experience of people with disability as they navigate the journey to employment. The series reached over two million people nationally, including over 685,000 viewers for each episode in NSW. Audience impression of the series was extremely positive and social media had over 3.6 million views and engagements. The show generated a great deal of associated press coverage on radio and print media and subsequent community comment. A second series of the show is anticipated for 2018–19.
- **See the Possibilities** – The See the Possibilities social media campaign is a peer-to-peer disability awareness campaign developed by FACS and launched in May 2017. The campaign encourages employers to commit to employing more people with disability. The campaign tells the story of employers who have seized the opportunity to empower employees with disability and give them the chance to shine. Over 92,000 LinkedIn members saw the campaign and over 400,000 impressions were generated.
- **Screenability** – In partnership with Create NSW and the Sydney Film Festival, FACS sponsored the 2017 ‘Screenability’ Film Festival, which included works written, directed or produced by people with disability and which, through creative and challenging works, raised issues faced by individuals with disability.
- **NOVA Focus on Ability** – FACS provided funding to NOVA Employment to support their extremely successful Focus on Ability Short Film Festival. The target audience for the festival is high-school-aged students. This is the tenth year of the festival, which has attracted entrants from over 18 countries. The aim of the festival is to highlight the ability of people with disability, with particular emphasis on the pervasive issue of bullying, which impacts all students.
- **Communicate and promote our work on accessibility and inclusion** – In May 2018 the Minister for Disability, the Hon. Ray Williams, tabled the update report on the implementation of the NSW Disability Inclusion Plan in the NSW Parliament. The report highlights the progress made to date across the 10 priority actions, as well as other activities undertaken as part of the NSW Disability Inclusion Plan.
- **LAHC’s current maintenance contract has a focus on social outcomes.** Over 6.3 per cent of maintenance work is undertaken by Disability Enterprises or Community Service Providers.
- **LAHC has also required all tenderers to confirm whether they are a Disability Enterprise, an Aboriginal-owned business or a small/medium enterprise.**

### Creating liveable communities

- **Local Government DIAP Implementation** – FACS worked with Local Government NSW (LGNSW) during 2017–18 to ensure that all local councils were able to achieve their obligations to prepare and implement disability inclusion action plans across the 128 local council areas of NSW.
- **Community projects** – Over the course of 2017–18, FACS supported a number of community projects to increase inclusion for people with disability through small grants and sponsorships. These included supporting:
  - Wheelchair Sports NSW to conduct the annual ‘Oz-Day 10K’, promoting disability sports and raising community awareness
  - The Sargood Foundation to complete building works to aid disability access to Collaroy Beach, which had suffered severe storm damage in the previous year
  - Special Olympics NSW to conduct their community awareness and participation day ‘Roar and Soar’ at Eastern Creek Raceway.
- **Liveable Communities grants program** – The final round of the Liveable Communities grants program was rolled out to complete the four-year, \$4 million commitment of the NSW Government to supporting the development of liveable communities across NSW. Many of the grants have a combined ageing and disability focus.
- **Accessible toilets and change facilities** – Since 2016 the FACS Lift and Change Facilities Trial has provided funding to establish 10 accessible facilities, including a ceiling hoist, a height-adjustable change table and an accessible toilet. Four facilities opened in 2017–18, bringing to eight the total number completed under the program.

- Community Partners – FACS continued to work with Sport NSW, Clubs NSW, the NSW Business Chamber and Settlement Services International to build access and inclusion among their members. Highlights included the holding of the first NSW Inclusive Sport Conference, the commencement of a disability-inclusive business category on the NSW Business Chamber annual awards, and the successful application by three of the organisations for over \$3 million in funding from the NDIS Information, Linkages and Capacity Building (ILC) program to support inclusive programs into the future.
- NSW Companion Card – FACS successfully transitioned operation of the NSW Companion Card in-house. The operation of this program supports people with lifelong disability to participate in the community through free access to venues and events for a companion. At 30 June 2018, there were more than 27,000 Companion Card holders in NSW.
- Up to half of new social housing dwellings comply with LAHC’s liveable housing design standards. This ensures new homes are easier to access, safer to live in and more adaptable to the changing needs of residents.
- In 2017–18, LAHC’s Disability Modification program responded to residents’ access and health-related needs by spending approximately \$13.44 million in disability modifications, with over 2,600 modifications completed.

### Supporting access to meaningful employment

- FACS, in partnership with the Public Service Commission, is leading on improving employment outcomes for people with disability across the state through *Jobs for people with disability: A plan for the NSW public sector*, a plan that aims to increase the number of people with disability employed across the NSW public sector from an estimated 2.7 per cent to 5.6 per cent by 2027.
- In December 2017, FACS met Phase 2 Disability Confident Recruiter (DCR) requirements.
- FACS again participated in the Australian Network on Disability’s Stepping Into Internship program for university students with disability, employing 14 interns through the program in 2017–18.
- FACS worked with Australian Network on Disability towards finalising two e-learning programs – designed to raise the disability confidence and awareness of our managers and employees – for release in 2018.
- FACS has created an e-learning module for managers and employees and funded service providers to improve understanding of the NSW Disability Service Standards (to be released in 2018).
- All FACS recruitment assessment panel members are required to complete Disability Confident Recruiter e-learning.

### Improving access to mainstream services

- FACS continued to promote the FACS Digital Accessibility Standard and Digital Content Style Guide (through our website and by sharing with our public sector colleagues) to ensure our digital information and services are accessible and inclusive.
- FACS launched its new public website with new and more accessible content, adding improvements in response to user testing and achieving an overall WCAG 2.0 AA standard, with AAA standard reached for many sections.
- FACS has established a new Disability Resources & Inclusion section on its website following transition of services to the new National Disability Insurance Authority (NDIA).
- FACS established Accessibility (WCAG 2.0 AA) operational training for employees, with more than 65 staff trained in publishing WCAG 2.0 compliant website content since February 2018.

## 3.4.8 Compliance with Carers (Recognition) Act 2010

FACS recognises the valuable contribution that carers make to our society, and is the public sector agency responsible for implementing and reviewing the *Carers (Recognition) Act 2010* (the Act).

The NSW Carers Charter, which forms a part of the Act, contains 13 guiding principles for NSW public sector human service agencies on issues of significance for carers, including respect and recognition, inclusion in decision-making, and access to services they may need.

### Consultation and liaison with carers

FACS coordinates and leads the implementation of the *NSW Carers Strategy 2014–19*. A second progress report was provided to the Social Policy Senior Officers Group, and published on the FACS website in January 2018.

A steering committee with representation from the NSW Ministry of Health, Carers NSW, the Mental Health Commission, the Department of Social Services and the NSW Carers Advisory Council is guiding the implementation of the Strategy.

NSW Carers Strategy initiatives include the following:

#### Carers Investment Program

On 15 June 2018, the NSW Government announced the Carers Investment Program, involving an investment of \$5.6 million over three years in innovative projects to support carers in NSW.

Fourteen projects were successful in obtaining funding and are to deliver evidence-based outcomes aligned with carer priorities as identified in the Strategy.

Included in the successful projects are initiatives that focus on young carers, CALD carers and Aboriginal carers.

Detailed information on the successful projects is available at [www.facs.nsw.gov.au](http://www.facs.nsw.gov.au).

#### Carers Advisory Council

The Carers Advisory Council was established under the Act to advance the interests of carers in NSW and to advise on legislation, policy and other matters that impact carers. FACS provides secretariat support to the Council.

As stipulated in the Act, the majority of the Council members are carers.

As well as continuing to promote the implementation of the Act, the Council has identified a number of priorities, including:

- providing advice on the NDIS to ensure it is responsive to carers
- understanding the concerns of hard-to-reach carers, including Aboriginal and CALD carers
- understanding, and identifying solutions to address, the social and emotional health needs of carers

The Council has provided advice on the Guardianship Act review, the design of the Australian Government's Integrated Carer Support Service and the review of the Act, including the revised Carers Charter. As a result of amendments to the Act, an independent Chair and Deputy Chair were appointed in December 2017.

During 2017–18, the Carers Advisory Council's NDIS working group and Disability Council have worked together on joint issues.

#### Carers (Recognition) Act 2010 review

The Act was introduced to provide recognition of carers. It includes a Carers Charter with 13 principles that affirm the valuable contribution that carers make and provides guidance to NSW Government departments, local councils and the broader community on issues of significance for carers.



Section 15 of the Act requires that the Act be reviewed after it has been in operation for five years. This review was concluded in 2016 and the final report included 10 recommendations.

During 2017–18, FACS commenced implementing these recommendations, including increasing people's awareness of the charter, for example, by developing an easy-to-read version of the Carers Charter and an Aboriginal-designed version of the Charter.

FACS also began working with Carers NSW to implement Recommendation 1 of the review (to facilitate access for carers about carer protections in other legislation and complaints mechanisms). This included plans to establish a Carers Rights and Complaints Network with representation from a number of relevant organisations who are working together to develop improved information and understanding about carers.

## Companion Card

The Companion Card program (funded by FACS and delivered by National Disability Services NSW) supports people with severe and lifelong disability to participate in the community, by providing free access to venues and events for a companion. At 30 June 2018, there were more than 27,000 cardholders in NSW.

Other initiatives for consulting with carers include the following:

## Ability Links

FACS continued to fund non-government organisations and joint working arrangements to deliver Ability Links NSW (ALNSW). ALNSW supports people with disability and their carers and families in the ongoing reforms of the disability system in NSW, with 347 Linker positions across NSW, including 74 Aboriginal-specific Linkers and 79 Early Linkers.

Linkers work closely with people with disability, their families and carers to support them to fulfil their goals, hopes and dreams, linking them to community organisations, mainstream services or businesses in their local community that will assist them to achieve their goals.

Linkers consult with people with disability and their carers and families to:

- support them to navigate between the specialist and mainstream systems, reducing the friction between systems and ensuring people do not fall through the gaps
- listen to and understand their goals and the challenges they face in achieving them
- encourage people to see and build on the strengths of people with disability and, where necessary, unpack and dispel negative messages they have received about their capabilities
- build their confidence to connect with their community
- work in partnership, empowering people to identify opportunities, connect, develop their networks and make positive changes in their lives
- support people to plan for the future, develop a long-term vision and reach for their dreams.

## Consulting carers of social housing tenants

As part of the Social Housing Management Transfer program, tenants are invited to attend joint drop-in session events and are able to bring their carer and/or advocate. Special consideration is given to tenants with mobility issues, for example by offering them a joint home visit by FACS and the community housing provider.

In relation to the Communities Plus relocations program, carers are consulted as part of the process of assessing each tenant's needs prior to new accommodation offers being made. This includes consideration of mobility needs and any modifications required, in consultation with carers and medical health professionals.

Aboriginal Housing Office consultations to support Aboriginal carers during 2017–18 included:

- NSW Aboriginal NDIS yarn ups across NSW, funded by FACS and facilitated by Services Our Way staff
- organising committees formed with carers as members to assist with yarn ups
- establishing carer support groups
- recommending that AHO clients become members of Care NSW so that Aboriginal voices are heard.

## Educational strategies to promote awareness of carers

The Carers Team at FACS developed a significant amount of new promotional and awareness raising resources in 2017–18, including:

- a 30-second video to be run in GP clinics across NSW in October 2018
- carers brochures to be distributed in GP clinics from August to November
- a refresh of the structure and content on the [careforacarers.nsw.gov.au](http://careforacarers.nsw.gov.au) website
- Aboriginal artwork for the Carers Charter
- a carer facts poster and a young carer poster
- developing four types of carer postcards.

The AHO promoted awareness of carers by:

- distributing Carers NSW pamphlets to clients
- assisting in designing assessment tools for carers and clients who were transitioning to the NDIS and sharing these throughout the state
- developing culturally appropriate resources for NDIS education workshops at yarn ups
- assisting an NGO to set up a carers support page on Facebook
- supporting NGO-facilitated awareness training for carers
- facilitating referrals to Carers NSW for clients
- liaising with multiple carers as Services Our Way clients.

Other initiatives or polices to support carers include the following:

### NSW Carers Week 2017

Carers Week is an annual national awareness week held in mid-October. In 2017 it was celebrated between 15 and 21 October.

FACS runs the NSW Carers Awards annually to recognise and acknowledge individuals and organisations across the state. The recipients of the 2017 awards were announced during Carers Week.

In 2017, the NSW Carer of the Year was Alan Gravolin from Epping. Alan has cared for his wife, Lyn, who has early onset dementia, for many years and also volunteers for Alzheimer's Australia NSW and with BaptistCare, where, as a 'carer coach', he supports other people who are caring for someone at home with dementia.

Gladys Panoncillo from Mount Druitt, Lauren Mott from Terrigal, Maree Brindley from Heathcote, Carol Dolan from Goulburn and Kim Pow from The Entrance also received individual Carers Awards this year. The Sutherland Shire Carer Support Service and the Multicultural Communities Council of Illawarra received organisation awards.

In 2017, FACS again funded Carers NSW to administer the Carers Week grants program. This funding supported more than 535 events for carers across the state in Carers Week.

Carers Week events are crucial for reaching 'hidden' carers, that is, people who are carers but who have not previously reached out for support in their caring role.

FACS Disability Inclusion continued to lead a number of policy issues which support people with disability and their carers. This work includes:

- Liveable Communities grants
- providing guidance to government and councils on disability inclusion action planning
- continuing to work with Local Government to implement 'Lift & Change' accessible adult changing facilities.

## **Actions/initiatives taken to ensure staff are aware of and understand the principles of the NSW Carers Charter**

During 2017–18, FACS ensured staff awareness and understanding of the NSW Carers Charter and its principles by:

- continuing to offer a range of flexible work practices to assist employees who are also carers, including flexible working hours, part-time work and personal/carer's leave
- continuing to offer a dedicated carers page on the FACS intranet which contains information about the *Carers (Recognition) Act 2010* and its relevance to employees and provides resources to support employees with carer responsibilities
- consulting and engaging with employees with carer responsibilities on people policy development and review under the FACS People Policy Development Consultation Framework
- promoting National Carers Week across FACS to acknowledge and thank employees with carer responsibilities for their contribution to those they care for and the broader community
- establishing a FACS Flexible Work Practices Working Group to review flexible work role design, build manager capability and related behavioural change initiatives, design flexible work metrics, and develop communication and change strategies
- continuing to participate actively in the NSW Public Service Commission's work on developing a flexible working strategy for the sector.

## 3.4.9 Multicultural policies and plans

FACS implements a range of initiatives and programs under the NSW Multicultural Policies and Services Program (MPSP) to support the culturally, linguistically and religiously diverse communities we serve.

### Key achievements in 2017–18

We continued to integrate cultural and linguistic diversity into our planning, monitoring, reporting and evaluation by:

- publishing robust research evidence and findings featuring culturally and linguistically diverse (CALD) data through FACS Insights, Analysis and Research (FACSIAR) to form an evidence base for use in policy and practice
- developing and testing the Commissioning Toolkit – a set of resources which guide FACS staff and promote consistent, client-focused and outcomes-based practice which is inclusive and culturally sensitive
- consulting with external stakeholders through the FACS Multicultural Advisory Group (MAG), which was re-formed in 2018 with a new membership and terms of reference as the FACS Multicultural Consultative Forum
- consulting with an internal Multicultural Experts Panel on issues relating to program and service design and practice for multicultural clients and communities
- seeking input from CALD communities through a state-wide consultation into the development of the *NSW Homelessness Strategy 2018–2023*
- leading the development of a whole-of-government, whole-of-community NSW Women’s Strategy, which is informed by targeted engagement with stakeholder groups representing CALD women
- including CALD population cohorts in district Targeted Early Intervention (TEI) reform priorities, and engaging with CALD representatives in the TEI reform consultation and planning process.

We built organisational capabilities, both internally and externally to FACS, to work with CALD communities by:

- recognising excellence in service delivery or innovation by FACS staff working with CALD clients and communities, through the annual Mary Dimech Multicultural Awards, which were presented by the FACS Secretary at FACS Harmony Day celebrations on 20 March 2018
- providing executive leadership for the Australian Human Rights Commission’s *Racism. It Stops With Me* campaign, which was launched in FACS by the Deputy Secretary, Corporate Services in August 2017
- highlighting best practice in working with children, young people and families from diverse backgrounds in the annual *Shining a Light on Good Practice* report
- ensuring that all FACS frontline employees receive cultural awareness e-learning as part of the induction process
- providing all FACS caseworkers with entry-level training to support their cultural capability to work with people from culturally diverse backgrounds
- ensuring that all front line FACS Housing staff undertake the Certificate IV in Social Housing, comprising 27 competency units over an 18-month program, many of which are centred on the needs of a culturally diverse client base
- providing masterclasses on ‘Mental Health and CALD Communities’ and ‘Working with Refugee and CALD Young People’ to FACS casework practitioners and service providers
- delivering 13 Culturally Reflective Practice workshops to FACS staff across nine FACS offices
- conducting a recruitment campaign for Multicultural Caseworkers through social media and targeted advertisements, attracting significant interest from potential applicants.

We provided culturally and linguistically responsive services and programs by:

- supporting casework with multicultural families through application of the Practice Standard on culturally responsive practice as well as good practice strategies, including cultural consultations with Multicultural Caseworkers, use of interpreters and development of cultural care plans

- employing Multicultural Caseworkers from 22 different cultural backgrounds, speaking 25 different languages, and targeting 16 specific CALD communities as well as refugee and newly arrived communities; based across 22 Community Service Centres state-wide, these specialists are available to provide cultural consultation and secondary casework support to other caseworkers
- working collaboratively with Commonwealth, state agencies and non-government agencies to support the resettlement of Syrian/Iraqi refugees in NSW, including:
  - funding the NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS) to deliver the Families in Cultural Transition (FICT) program
  - making available private rental products to support refugees in accessing stable, affordable housing, preventing homelessness and building their lives in Australia
  - contracting Care, Opportunity, Respect and Empowerment (CORE) Community Services to deliver the Refugee Youth Peer Mentoring Program in South West Sydney, the Illawarra and Murrumbidgee FACS districts from February 2018 to 2020, which aims to support refugee youth in NSW to access social and economic opportunities and to become more active and engaged citizens
  - providing funding, case management and support for unaccompanied humanitarian minors, under delegated arrangements from the Commonwealth Minister for Home Affairs
- requiring a Multicultural Care Plan to be developed as part of a Care Plan when making an application to the Children's Court for final care orders for a child or young person from a refugee or migrant background
- working with the NDIA to support the successful transition of people with disability from CALD backgrounds to the NDIS
- funding Settlement Services International (SSI) to give a presentation to Permanency Support Program (PSP) service providers in South West Sydney on the cultural component of the Quality Outcomes Framework (QAF), as part of a trial ending 2018
- working with CALD-specific disability peaks and advocacy groups to deliver information sessions and develop resources about the NDIS, in languages other than English
- funding the 'FutureAbility' project, auspiced by SSI, to provide information, capacity-building and community engagement supports for people from culturally diverse backgrounds, and to hold workshops for services providers about how to effectively engage with CALD communities
- drawing on the expertise of bilingual Linkers to increase the numbers of people from CALD backgrounds engaging with Ability Links NSW (ALNSW) and the NDIS; in 2017–18, 22.5 per cent of ALNSW engagements were with people from a CALD background, their families and carers
- training peer facilitators to work with CALD communities to develop strong peer-to-peer networks, and promoting the individual capacity of people with disability and their families; the project was auspiced by the Diversity and Disability Alliance (hosted by NSW Council for Intellectual Disability)
- partnering with the Community Migrant Resource Centre to deliver Community Learning Circles with Iraqi, Kurdish and Syrian communities
- convening community of practice sessions for specialist homelessness services providers on service delivery to Aboriginal and Torres Strait Islander people and people from CALD backgrounds.

During the year, the FACS OOHC QAF team was awarded the Excellent in Service Delivery or Innovation category of the 2018 Mary Dimech Awards for innovation in developing the 'Cultural and Spiritual' domain for multicultural children as part of the QAF. This is an Australian first, as it recognises how integral a connection to culture and spirituality is and supports casework for children and young people in OOHC that is truly culturally sensitive.

We built the capacity of individuals, families and community to improve outcomes for people from CALD backgrounds by:

- delivering 17 Multicultural Information Sessions to newly arrived communities on child protection and parenting practices, targeting Arabic-speaking, Hindi/Indian, Chinese, Iraqi, Syrian and Kurdish communities
- implementing cultural support guidelines for Family Group Conferencing (FGC), to ensure that a family's cultural context and background is considered, and increasing the numbers of CALD facilitators on the FACS Panel of FGC Facilitators

- showing the diversity of older people in NSW in the *Art of Ageing* photographic exhibition (an initiative under the *NSW Ageing Strategy 2016–2020*), which had its official opening at NSW Parliament House in March 2018 and will tour across NSW during 2018–19
- working with emerging leaders in Claymore – a community with a significant proportion of residents from Maori, Pacific Islander and Aboriginal and Torres Strait Islander backgrounds – to build community leadership to address disadvantage and build respect for culture, including planning for the community to co-design a Neighbourhood Advisory Board, partnering with Telstra and the State Library of NSW to fund the Tech Savvy Seniors (TSS) CALD program through the Ethnic Communities' Council of NSW, with training available in Arabic, Cantonese, Hindi, Italian, Greek, Korean, Mandarin, Spanish and Vietnamese; an evaluation in May 2018 found that the TSS CALD program delivered over three times the social return for each dollar invested
- working closely with the Housing Connect Reference Group, which includes a number of peak multicultural organisations such as the NSW Ethnic Communities Council and the Muslim Women's Association, to shape digital services for housing
- empowering clients from diverse backgrounds to benefit from the convenience of engaging with housing services online; this involved making YouTube videos and factsheets available in five of the most requested languages – Arabic, Cantonese, Mandarin, Farsi and Vietnamese.

## Aboriginal Housing Office

The Aboriginal Housing Office (AHO) is guided by the *FACS Cultural Diversity Framework 2014–17*. The AHO focuses primarily on providing culturally appropriate housing services to Aboriginal people. At the same time, the AHO actively promotes employment opportunities for Aboriginal people, both within the AHO and through opportunities for tradespeople and trainees with contracted Aboriginal and non-Aboriginal building companies.

## NSW Land and Housing Corporation

LAHC is guided by the *FACS Cultural Diversity Framework 2014–17* to support the culturally, linguistically and religiously diverse communities we serve.

LAHC applies FACS HR policies and procedures which take into account equity principles for respectful workplaces.

In all of its major redevelopment projects, LAHC engaged with culturally diverse residents to ensure they were well supported and respected throughout the redevelopment process.

## Key multicultural strategies proposed for 2018–19

The key proposed strategies for 2018–19 are to:

- develop a new FACS Multicultural Plan for 2018–2021
- work with the Multicultural Experts Panel on implementation planning and reporting in divisions and districts
- continue to offer Multicultural Masterclasses on emerging multicultural issues
- continue to hold culturally reflective practice workshops across all districts on emerging trends in refugee and migrant settlement in NSW
- continue to deliver child protection information sessions to newly arrived communities
- continue to work with Commonwealth, state and non-government agencies to support the resettlement of Syrian/Iraqi refugees in NSW
- continue to recognise staff excellence in service delivery or innovation in working with CALD clients and communities
- review the Community Services Multicultural Caseworker Program to support ongoing accountability and effective service provision to CALD families and children
- finalise the Commissioning Toolkit to support consistent, client-focused and outcomes-based practice across FACS which is inclusive and culturally sensitive
- continue to roll out the *Racism. It stops with me* campaign.

## 3.4.10 Disclosure of controlled entities

The FACS financial entity incorporates the department operational clusters of Southern & Western and Northern, and the divisions of Commissioning, Corporate Services Disability Operations, the AHO group of staff, the LAHC group of staff, and the John Williams Memorial Charitable Trust (JWMT). FACS as a reporting entity comprises all divisions and clusters under its control as noted above, as well as the related entities.

### John Williams Memorial Charitable Trust

The FACS financial entity incorporates the department and JWMT.

JWMT is a special-purpose reporting entity; it owns eight properties in NSW which are used to provide respite care and accommodation for children with disability. The net book value of the properties was \$9.7 million at 30 June 2018, with a cash balance of \$1.6 million at 30 June 2018. The cash balance is held in interest earning facilities and is used to facilitate ongoing maintenance of the properties. The trust has no performance targets or measures.

Separate financial statements are prepared for FACS (Parent Agency) and JWMT. FACS consolidated financial statement represents FACS (Parent Agency and JWMT).

### Aboriginal Housing Office

The Aboriginal Housing Office (AHO) is a statutory authority established in 1998 pursuant to the *Aboriginal Housing Act 1998*. The AHO as a reporting entity comprises of the AHO and the Dunghutti Aboriginal Elders Tribal Council Trust (Trust).

### NSW Land and Housing Corporation

The NSW Land and Housing Corporation (LAHC) is a NSW Government entity. It is a statutory body and has no controlled entities. Separate financial statements are prepared for LAHC, as it is a non-controlled entity within the FACS cluster.

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The total production cost for the FACS Annual Report 2017–18 is \$2,585.





