



Family &
Community
Services



Family and Community Services Annual Report 2012-13

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Letter to the Ministers

The Hon. Pru Goward MP

Minister for Family and Community Services
Minister for Women
Parliament House
SYDNEY NSW 2000

The Hon. John Ajaka MLC

Minister for Ageing
Minister for Disability Services
Parliament House
SYDNEY NSW 2000

Dear Ministers

I am pleased to submit the Family and Community Services (FACS) Annual Report 2012–13 for presentation to the NSW Parliament.

This report and the accompanying financial statements fulfil the requirements of the *Finance and Audit Act 1983*, the *Annual Reports (Statutory Bodies) Act 1984* and the *Annual Reports (Departments) Act 1985*.

Following the tabling of the report in Parliament, it will be available for public access on the FACS website at www.facs.nsw.gov.au

FACS will make available additional key performance data in a companion document also accessible on the department's website to comply with the NSW Government policy on openness, accountability and transparency (*NSW 2021 Goal 31*).

Yours sincerely



Michael Coutts-Trotter
Director-General

Director-General's message



Our department exists to support and encourage people to live full lives, especially those who are most vulnerable.

Our responsibilities are far-ranging. We work to:

- improve the lives of children and young people
- improve social housing assistance and homelessness services
- support people with disability to realise their potential
- stand together to end domestic and family violence
- support seniors to participate fully in community life
- increase economic opportunities and participation for women.

In 2012–13 we've improved our understanding of demand for the services we deliver or fund so we can reallocate resources to meet the greatest needs.

At the same we're improving evaluation of the effectiveness of our services so we can be confident we are making the biggest possible difference.

And instead of being satisfied by just delivering programs, we're striving to consider people as individuals, and work around or change those things about our department that stand in the way of doing so.

We try to work with people as early as possible to prevent problems escalating. We encourage people who want to change, and provide the support and challenge to help them do so.

Underpinning this, FACS has further developed and strengthened our partnerships with non government organisations to improve the way our services are delivered.

Reflecting on the work FACS did in 2012–13, there've been many highlights, including the historic agreement for a National Disability Insurance Scheme, progress to improve our child protection services, reforms of the specialist homelessness services sector, release of the It Stops Here domestic and family violence reforms, and the NSW Ageing Strategy to name just a few.

I'm very pleased to have joined FACS at a time of significant reform.

The NSW Government's reform agenda for FACS is governed by a determination to break disadvantage rather than just manage it. This means providing supports to assist people to improve their own lives and providing opportunities which deliver real and sustained benefits.

Whether or not we make a positive difference depends greatly on the judgement, commitment and creativity of our staff on the front line. We will continue to build the capability and skills of our workforce and our non government partners to deliver even better services.

Systems and structures don't change lives, but they can and should provide the authority, tools and encouragement to the people who do. Our move to localise our structure in 2013 will better place individuals, families and local communities at the centre of everything that we do. The creation of fifteen new districts will over time empower local staff, ensure we have local leadership strongly connected to the frontline and help us work better with our local partners.

People in our department do important, honourable and sometimes very difficult work.

It's a privilege to work with them.

A handwritten signature in black ink, which appears to read "M. Coutts-Trotter". The signature is stylized and cursive.

**Michael Coutts-Trotter
Director-General
Department of Family and Community Services**

About this report

This report covers the Family and Community Services (FACS) cluster, including the Department of Family and Community Services and the Statutory Bodies of the Home Care Service of NSW and the Aboriginal Housing Office. This report also includes departmental staff who provided employee related services to NSW Businesslink, our shared service provider.

Accompanying separate volumes are provided for:

1. funds granted to non government organisations
2. the audited financial statements for:
 - Department of Family and Community Services (Consolidated)
 - Aboriginal Housing Office
 - Home Care Service of NSW (Parent)
 - Home Care Service Division
 - John Williams Memorial Charitable Trust.

This report and accompanying financial documents are available on the FACS website at www.facs.nsw.gov.au

The NSW Land and Housing Corporation joined FACS as a separate entity in the cluster in August 2013. A separate Annual Report is available for the NSW Land and Housing Corporation for the 2012–13 reporting period and can be accessed at www.facs.nsw.gov.au

NSW Businesslink publishes a separate Annual Report regarding its activities and performance which can be accessed at www.businesslink.nsw.gov.au

Part 1 Introduction



Part 1 Introduction

1.1 FACS overview

1.2 Our financial performance

1.1 FACS overview

Family and Community Services (FACS) works to improve the lives of children, adults, families and communities in NSW.

FACS directly supports more than 800,000 people with our partners in non government organisations (NGOs). We provide services to:

- Aboriginal people
- children and young people
- families
- people who are in need of housing
- people with disability, their families and carers
- women
- older people.

Our mission is to enable vulnerable people to participate fully in social and economic life and build stronger, more sustainable and inclusive communities.

We continually strive to improve lives and services to ensure that:

- people with disability are supported to realise their potential
- children and young people have the best possible start to life and are protected from abuse and neglect
- vulnerable and disadvantaged people have suitable, stable and sustainable accommodation
- Aboriginal people can realise good social and economic outcomes
- seniors have the opportunities to participate fully in community life
- women and children are safer from domestic, family and sexual violence
- women have access to economic opportunities and participation.

FACS is undertaking an ambitious reform agenda which, at its foundation, is putting people, our clients, at the centre of everything we do.

For our clients: we aim to increase opportunities for social and economic participation that will break the cycle of disadvantage and enable vulnerable people to participate fully in life.

For our staff: we strive to empower staff to think differently to bring about improved outcomes for clients; and to treat all people with dignity and respect.

For our organisation: we continue to put clients at the centre of everything we do by working better together supported by strong partnerships.

Our challenges

Our work involves helping people with often complex needs to take more control of their lives. This is difficult in itself and complicated by the reality that demand for services is increasing, as are service costs.

Demand for disability services is growing at almost 10 percent a year for a range of reasons. The population is increasing and also ageing. Advances in medical care mean that people with disability are living longer and now often outlive their ageing parents. This is compounded with an estimated yearly decrease of 1.6 percent in care given by family and friends, placing greater demand on services.

Older people need more services and by 2050, 24 percent of NSW residents will be aged over 65.

Housing costs are escalating, especially in Sydney, placing more people at risk of homelessness. At the same time, those living in social housing can only afford to pay below market rents, limiting rental returns for reinvestment in housing. Maintenance costs are also rising.

Many of the people we assist have a number of challenges facing them. For example, substance misuse, mental health issues, family and domestic violence, and intergenerational disadvantage. When a child experiences disadvantage in their early years, it often continues into adulthood. These children and families often need the assistance of integrated services over a long period to get their lives back on track.

The challenges we face demand innovative responses, particularly in developing and delivering quality services that meet people's needs. Our responses need to be built on strong evidence, based on robust data, research and evaluation, to help us make better decisions about how our resources can be best used to deliver effective services.

Our reform directions

FACS has taken a long term approach to its reform agenda knowing that the challenges faced will need more than short term responses if we are to achieve results that are sustainable. Improving the lives of people and improving services is the common goal across all FACS reforms.

Focusing on people not programs and integrated services aligned to people’s needs – putting people at the centre of everything we do underpins our reform agenda. We are moving to better local decision-making, planning and the integration of service delivery to enable flexible person centred strategies and services.

Encouraging personal responsibility and pathways to independence – by equipping people to make informed decisions and engaging with them at the right time. We encourage personal responsibility through mutual obligation and are improving the support individuals receive so they can better help themselves.

Building stronger partnerships with NGOs, philanthropists, social investors and business – FACS values the role of the non government sector in helping people to lead fuller, more rewarding lives; we want to extend their involvement and that of the private sector and the community. Only by combining our efforts can we reach more people and make a bigger difference.

Progressing reform

In pursuing our reform agenda, FACS continues to reach milestones that have a direct impact on improving the lives of people and improving services. For 2012–13 these include:

- taking the lead as the first state to sign up for the National Disability Insurance Scheme, which will dramatically change the lives of people with disability for the better (see 2.3)
- reforming specialist homelessness services to better assist people experiencing or at risk of homelessness (see 2.2)
- successfully transferring the care of 2335 children and young people to the NGO sector as part of our Out-of-Home Care (OOHC) reforms, which will help ensure they have a more stable base in which to grow safely (see 2.1)
- continuing the *Build and Grow* program to improve the lives of Aboriginal people through safe, good quality homes, including in remote areas (see 2.2)
- ensuring victims of domestic violence access consistent support, coupled with attention to individual needs through reform under *It Stops Here: Standing together to end domestic and family violence* (see 2.4)
- launching the *NSW Ageing Strategy*, which will support seniors to stay active and participate in economic and community life (see 2.5).

| Breaking disadvantage, rather than managing it | | |
|--|---|--|
| Integrated services aligned to people’s needs, which are delivered locally | Mutual obligation where people agree to work to improve their own lives | Stronger partnerships with NGOs, philanthropists, social investors and business. |

The NSW Government’s ambition is to break the cycle of disadvantage – rather than just managing it.

FACS services will move beyond responding to the symptoms of disadvantage and work to break the cycle of disadvantage. FACS is seeking to work better and smarter by thinking innovatively about the way we support people and deliver our services, with the ultimate goal of improving lives.

Our people

The FACS workforce consists of around 20,000 people, most of whom work directly with clients. They have a range of skills, qualifications and experience that they bring to frontline roles which include caseworkers, nurses, allied health workers, care workers, client service officers, community care workers and disability support workers. All are dedicated to making a difference for their clients and achieving the best possible outcomes. Our frontline staff are our key strength.

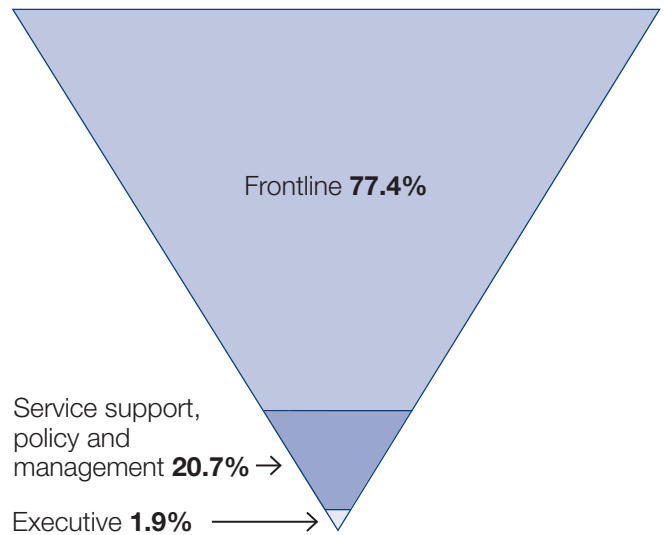
FACS is creating an environment where innovative ideas that improve outcomes for individuals are encouraged and can shape policy and practice. We are building on existing skills, knowledge and expertise to develop a workforce that is capable, flexible, innovative, engaged, accountable and performance focused.

So our frontline staff can be more effective, in 2012–13 we took the first steps towards localisation. The rationale for localisation is that people in need will have a seamless, responsive service when the staff from our three major divisions are brought together and entrusted to make decisions and use resources based on local need.

We are promoting a workforce that is versatile and has the capacity to be able to continue to adapt to change and manage reform. This year we developed the first integrated FACS Workforce Strategy and Plan and started work on an Employee Engagement Strategy and Toolkit to enable our workforce to better meet service delivery needs.

Our staff work alongside the tens of thousands of people in the non government sector to deliver FACS services for young people, adults and families. In doing so they collaborate and share information and ideas on practice improvement. We have started to remove the barriers to staff working with our non government partners for short periods to support capacity building and provide professional development opportunities.

Figure 1: FACS whole of department workforce breakdown



Note: Frontline includes those employees providing services directly to people. Executive includes senior executives and senior officer employees.

Source: Strategic Human Resources, Department of Family and Community Services.



Anne Skewes

Deputy Director-General, Land & Housing Corporation

Jim Longley

Chief Executive, Ageing, Disability and Home Care

Maree Walk

Chief Executive, Community Services

Paul Callaghan

Chief Executive, Aboriginal Housing Office

Michael Coutts-Trotter

Director-General, Department of Family and Community Services

Margaret Crawford

Deputy Director-General, Corporate Services

Maura Boland

Deputy Director-General, Strategy & Policy

Mike Allen

Chief Executive, Housing NSW

Albert Olley

Chief Executive, NSW Businesslink

Our structure

The FACS structure is designed to align with and support delivery of services for families, individuals and communities.

The FACS cluster includes:

Department of Family and Community Services divisions:

- Ageing, Disability and Home Care (including the Home Care Service of NSW)
- Community Services
- Housing NSW
- Strategy and Policy (including Women NSW)
- Corporate Services.

Other related entities:

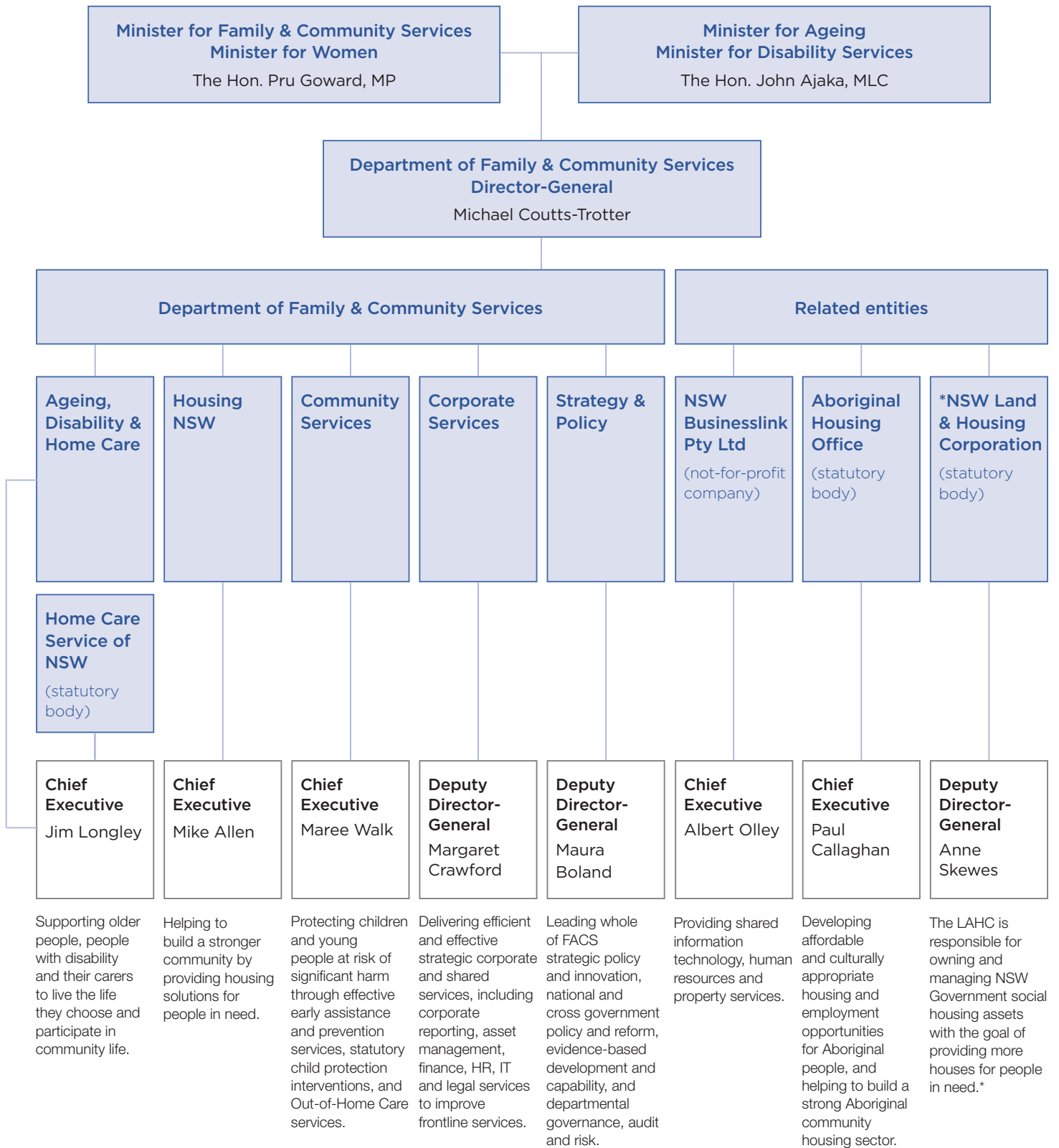
- Aboriginal Housing Office
- NSW Businesslink Pty Ltd
- NSW Land and Housing Corporation¹

Localisation, commenced in September 2013, is a structural reform that will have a significant impact on improving service delivery networks across NSW, to better place individuals, families and local communities at the centre of everything that we do. FACS is transitioning from six regions to 15 new districts aligned with NSW Local Health Districts. These changes bring together the current local Ageing, Disability and Home Care, Community Services and Housing NSW client services and operations. Each district will be able to better cater to local circumstances and provide services to people in a more holistic, flexible and responsive way. Please refer to the FACS internet site for more details:

www.facs.nsw.gov.au

¹ The NSW Land & Housing Corporation (LAHC) joined the FACS Cluster on 2 August 2013

Figure 2: The NSW Family and Community Services Cluster



* The NSW Land & Housing Corporation (LAHC) joined the FACS Cluster on 2 August 2013

Part 1 Introduction

1.1 FACS overview

1.2 Our financial performance

1.2 Our financial performance

FACS financial reporting structure

| Reporting Entity | Status | Financial Reports | |
|--|---------------------------|---|---|
| Department of Family and Community Services divisions Ageing, Disability and Home Care Community Services Housing NSW Corporate Services Strategy and Policy | NSW Government department | Department of Family and Community Services (Parent Financial Report) | Department of Family and Community Services (Consolidated Financial Report) |
| NSW Businesslink staff | | | |
| Aboriginal Housing Office staff | | | |
| Home Care Service of NSW (Parent) | Statutory body | Home Care Service of NSW (Consolidated Financial Report) | All reported in the FACS Annual Report |
| Home Care Service Division | | | |
| John Williams Memorial Charitable Trust | Statutory body | Separate financial report | |
| NSW Businesslink | Statutory body | Separate financial report | |
| Aboriginal Housing Office | Statutory body | Separate financial report | |

The FACS financial results incorporate the divisions of Ageing, Disability and Home Care (ADHC), Community Services and Housing NSW (HNSW), as well as the Aboriginal Housing Office (AHO) group of staff, and departmental staff who provided employee-related services to NSW Businesslink, our shared service provider.

FACS as a reporting entity comprises all the entities under its control as noted above as well as the Home Care Service of NSW (HCS) and the John Williams Memorial Charitable Trust.

Separate financial statements are prepared for the following reporting entities that are also included in the FACS consolidated reports:

- Home Care Service of NSW (Parent)
- Home Care Service Division
- John Williams Memorial Charitable Trust.

Financial performance

FACS continues to build on sound financial management practices in delivering a broad range of services.

FACS total income for the year was \$5.013 billion. The vast majority of income was provided via appropriation and grants (\$4.780 billion) by the NSW and Australian Governments and through the provision of goods and services (\$138.6 million).

In 2012–13, we had expenditure of \$4.897 billion in delivering services across NSW and \$138.1 million on capital works. Our largest category of expenditure was in the delivery of our major services and programs including the Disability services, Commonwealth Home and Community Care, Community Care Supports, Out-of-Home-Care, Prevention and Early Intervention and Aboriginal Communities Development programs. Many of these programs are delivered by non government organisations (NGOs) on our behalf. During the year we made payments of approximately \$2.35 billion. Other items of expenditure included employee-related expenses (\$1.570 billion), other operating costs (\$479.8 million) and depreciation and amortisation (\$87.6 million).

FACS major expenditure categories are summarised below:

| | 2011–12 (\$m) | 2012–13 (\$m) |
|--|------------------|------------------|
| Delivery of major programs | 3005.8 | 2759.2 |
| Employee related | 1620.0 | 1570.2 |
| Other operating expenses | 441.5 | 479.8 |
| Depreciation and amortisation | 74.0 | 87.6 |
| Capital expenditure on new dwellings and minor works | 108.4 | 138.1 |

Note: Decrease in delivery of major programs in 2012–13 occurred due to changes in funding responsibility for basic community care services, which are now being met directly by the Australian Government for people over 65 years of age (or over 50 years of age for Aboriginal and Torres Strait Islander people). In 2011–12 payments from the Australian Government for these services amounted to \$462 million.

Source: Department of Family and Community Services Consolidated Financial Statements.

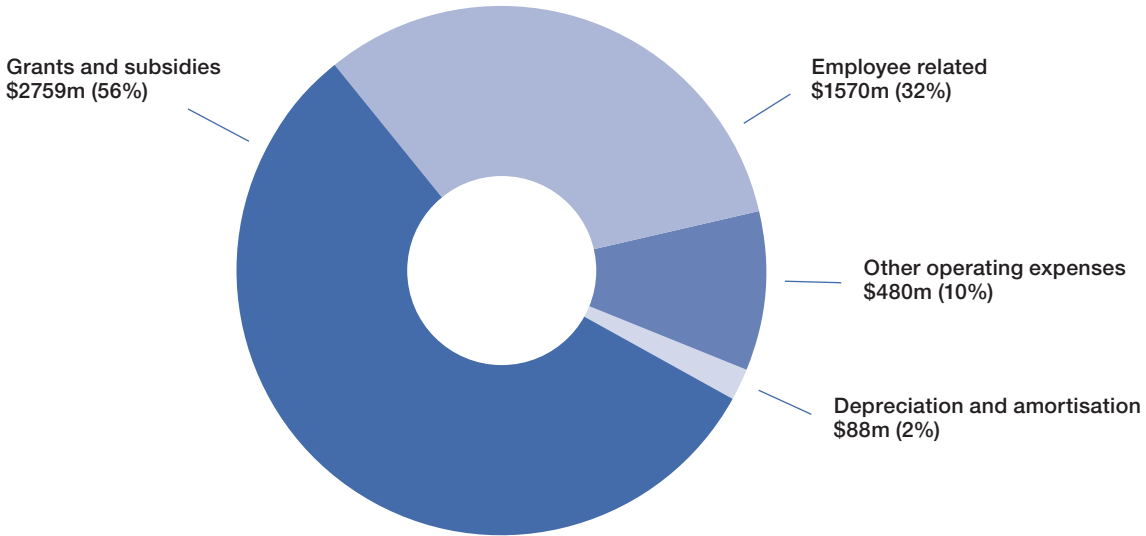
FACS net result for 2012–13 was \$148.4 million compared to a budget of \$117.2 million, a variance of \$31.2 million. This variation is attributed to lower expenditure (\$59.2 million) offset by lower revenue (\$67.9 million). After adjusting for other gains and losses mainly attributed to asset revaluations (\$40.0 million) a favourable variance of \$31.2 million from budget resulted.

Expenditure of \$59.2 million was below budget mainly attributable to employee expenses (\$12.4 million) due to reduced expenses for superannuation and long service leave actuarial assessments and lower grant expenditure (\$61.5 million) primarily due to carrying forward expenses into forward years. Revenue variation (\$67.9 million) reflects lower recoveries associated with superannuation and long service leave actuarial assessments, recurrent appropriations (\$53.6 million) and capital appropriations (\$60.3 million) mainly attributed to carrying forward expenditure into forward years. Offsetting this was additional grants and contributions of \$35.8 million primarily associated with reimbursements from the NSW Treasury Crown Entity for voluntary redundancy funding and Equal Employment Remuneration Award funding for the non government sector.

Expenses and revenue

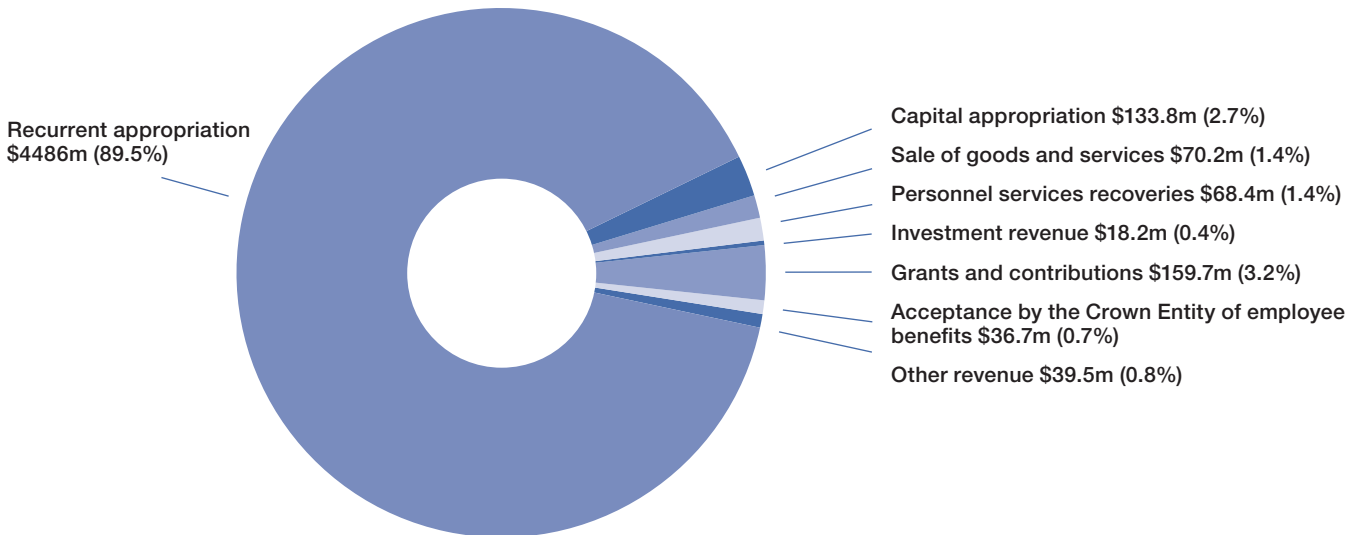
The following charts provide a breakdown of the consolidated FACS expenses and revenue by major categories:

2012–13 FACS consolidated expenses by major categories



Source: Department of Family and Community Services Consolidated Financial Statements.

2012–13 FACS consolidated revenue by major categories

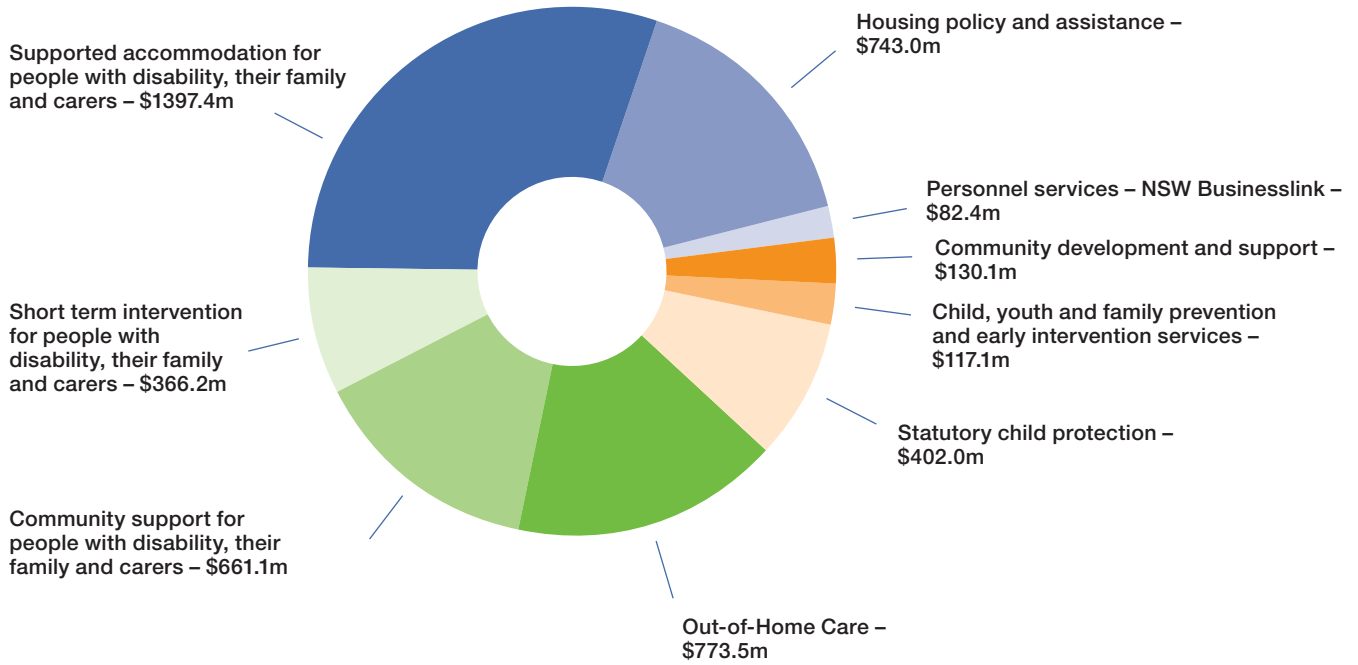


Note: Percentages do not total 100 due to rounding.

Source: Department of Family and Community Services Consolidated Financial Statements.

The following chart provides a breakdown of the consolidated departmental expenditure by service groups:

2012–13 FACS financial summary total expenses by service group



Source: Department of Family and Community Services Consolidated Financial Statements.

The following statutory bodies are reported in this annual report and their financial performance is summarised below.

Home Care Service of NSW

HCS is a statutory body and is the largest provider of home and community care services in NSW. The division is a not-for-profit entity.

Total revenue for the year comprised of \$233.8 million, mainly from State and Australian Government funding in relation to the Home and Community Care program as well as service fees charged to HCS clients based on their ability to pay. Total expenditure for the year was \$224.1 million of which the major expenses were employee-related \$165.8 million; other operating expenses \$55.7 million and depreciation of \$2.5 million. The capital program for the year was \$0.5 million for minor equipment. Net assets at 30 June 2013 were \$43.5 million.

HCS major expenditure categories are summarised below.

| | 2011-12 (\$m) | 2012-13 (\$m) |
|--|------------------|------------------|
| Employee related | 171.4 | 165.8 |
| Other operating expenses | 60.2 | 55.7 |
| Depreciation and amortisation | 2.7 | 2.5 |
| Capital expenditure on minor equipment | 2.1 | 0.5 |

Note: Home Care Service of NSW is a controlled entity reported within the Department of Family and Community Services Financial Statements.

Source: Department of Family and Community Services Consolidated Financial Statements.

Aboriginal Housing Office

AHO is a statutory body that plans and administers the policies, programs and asset base for Aboriginal housing in NSW. The agency is a not for profit entity.

Total revenue for the year comprised of \$164.5 million, sourced mainly from State and Australian Government funding in relation to the National Affordable Housing Agreement (NAHA) and the National Partnership Agreement on Remote Indigenous Housing (NPARIH) as well as rental income generated from its client base. Total expenditure for the year was \$97.9 million of which the major expenses were property repairs, maintenance and utilities \$40.6 million, grants and subsidies \$28.0 million and personnel services of \$9.3 million. The capital program for the year was \$31.9 million for new dwellings for Aboriginal clients. Total assets at 30 June 2013 were \$1.247 billion.

AHO major expenditure categories are summarised below.

| | 2011-12 (\$m) | 2012-13 (\$m) |
|--|------------------|------------------|
| Property repairs, maintenance, and utilities | 36.8 | 40.6 |
| Grants and subsidies | 19.6 | 28.0 |
| Personnel service costs | 14.2 | 9.3 |
| Other operating expenses | 10.5 | 7.8 |
| Depreciation and amortisation | 11.6 | 12.2 |
| Capital expenditure on new dwellings and minor works | 31.5 | 31.9 |

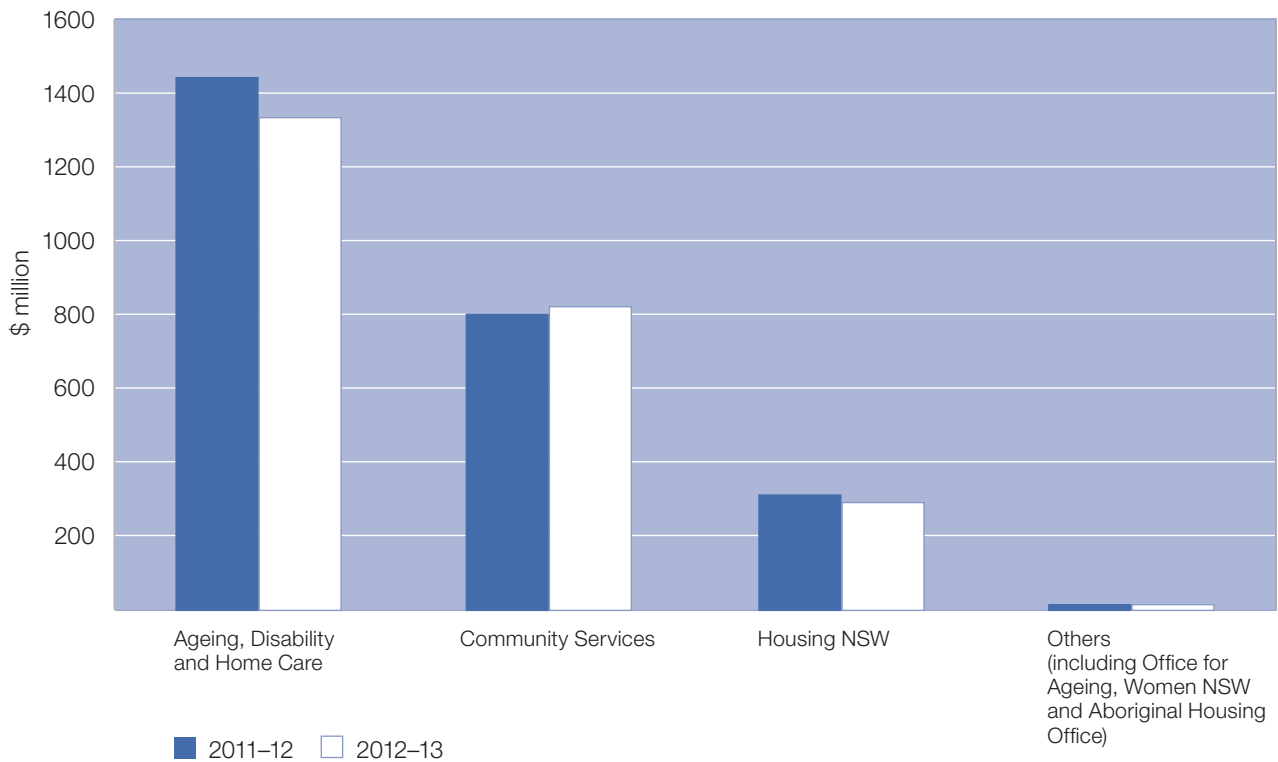
Source: Department of Family and Community Services Consolidated Financial Statements.

Grant and subsidies payments including funding to NGOs

| FACS division / entity | 2011-12 (\$m) | 2012-13 (\$m) |
|----------------------------------|------------------|------------------|
| Ageing, Disability and Home Care | 1435.7 | 1212.9* |
| Community Services | 799.5 | 824.9 |
| Housing NSW | 314.0 | 293.9 |
| Office for Ageing | 5.1 | 7.5 |
| Women NSW | 5.0 | 4.7 |
| Aboriginal Housing Office | 3.1 | 5.7 |
| Total | 2562.4 | 2349.6 |

* The reduction in NGO funding is due to changes in funding responsibility for basic community care services, which are now being met directly by the Australian Government for people over 65 years of age (or over 50 years of age for Aboriginal and Torres Strait Islander people).

Source: Department of Family and Community Services Consolidated Financial Statements.



Source: Department of Family and Community Services Consolidated Financial Statements.

Managing financial performance and minimising risk

We are committed to effectively managing our financial performance and minimising our liabilities and risks.

FACS has an Audit and Risk Committee, a Chief Audit Executive and operates an Enterprise Risk Management Framework, in compliance with Treasury policy 09–05. The Audit and Risk Committee provides overall stewardship of audit activities, audit recommendations, financial reporting and compliance and risk management practices.

In 2012–13 FACS continued to implement consistent program (service group) budgeting across the department. This is a significant reform in budget management, facilitating greater transparency and accountability. Programs are the primary vehicle for FACS to achieve its goals. Programs include transfer payments to individuals, NGOs, business and the community. The shift to program level budgeting, and accompanying program level reporting, will improve the way FACS measures service delivery, progress against major reforms, service system improvements, and the alignment of our performance against our goals including *NSW 2021* targets. Under program budgeting, program managers have direct accountability for their program budgets.

Part 2 Improving services and lives



Part 2 Improving services and lives

- 2.1 Improving the lives of children and young people
- 2.2 Improving social housing assistance and homelessness services
- 2.3 Supporting people with disability to realise their potential
- 2.4 Reducing domestic and family violence
- 2.5 Engaging seniors to participate fully in community life
- 2.6 Increasing women's economic opportunities and participation

2.1 Improving the lives of children and young people

We are seeing families experiencing multiple problems such as substance abuse, addiction, mental illness and domestic violence, and also more children and young people in need of protection.

At 30 June 2013 there were 18,300 children and young people in Out-of-Home Care (OOHC), a group in which Aboriginal children and young people were over-represented. In 2012–13, 64,470 children and young people were reported as being at risk of significant harm.

Supporting families on the pathway to a better life is important because we know that disadvantage in childhood often continues into adulthood, creating a cycle of intergenerational disadvantage. To help break the cycle, FACS has commenced a far reaching reform agenda encompassing legislative, practice and policy changes to improve the lives of children and young people.

Funding highlights

- \$130.9 million for community development and support.
- \$120.7 million for child, youth and family prevention and early intervention services.
- \$408.9 million for statutory child protection.
- \$785.6 million for Out-of-Home Care.

Reform goals

- Reduce the number of children and young people in need of protection by investing in early intervention and prevention services and improving the way we provide support.
- Increase the range of interventions for families to ensure that children at risk of significant harm are safer.
- Build a responsive and sustainable OOHC system to give children and young people in care a better future.
- Form innovative partnerships to fund services in new ways and draw on community resources and expertise.

How we are improving lives

To achieve our reform goals, in 2012–13 we focused on:

- improving the way we work by trialling the *Practice First* model of child protection service delivery
- launching the *Care and Protection Practice Framework* developed by the newly formed Practitioner Advisory Group
- in a NSW first, establishing a NSW Office of the Senior Practitioner to sharpen our focus on practice improvement
- implementing the *Strengthening Supports for Children and Families 0 – 8 years* reforms to expand and improve support across government and community for children with disability and their families
- establishing a special team to work collaboratively with the Royal Commission into Institutional Responses to Child Sexual Abuse and to coordinate the FACS response
- publishing the second *Child Deaths Annual Report* in November 2012 to boost transparency and accountability and report on the reforms underway to improve services
- progressing the transfer of statutory OOHC to the non government sector with 2335 children and young people having transitioned from FACS care at 30 June 2013
- in a national first, funding programs through social benefit bonds.

Child Protection Practice Reforms

FACS is committed to building and sustaining relationships that promote positive change for children, young people, families and communities. In 2012–13 we introduced several practice initiatives to improve how we work with our clients and partners.

Care and Protection Practice Framework

Launched in December 2012, the *Care and Protection Practice Framework*, outlines the values and principles that underpin our approach to working with children and families. One of the greatest benefits of the framework is that it gives us a shared identity as care and protection practitioners. This is important for us as well as for the children, young people, families and service partners with whom we work.

The framework:

- sets a clear mandate for respectful family work
- recognises that understanding relationships is the key to quality child protection services
- describes the specific skills and knowledge fundamental to improving children's lives.

Office of the Senior Practitioner

In July 2012 FACS established the Office of the Senior Practitioner in the Community Services division to drive reforms that put the best interests of children and young people at the centre of everything we do. The office will enable us to draw on both the experiences, lessons and inspiration of our local operations staff and on international best practice. It will also help to ensure that fair, transparent and independent review of our practice and decisions feeds back into ongoing improvement.

Practice First

Practice First is a new model of child protection service provision in NSW. It focuses on building responsive relationships with families and has three components:

- culture – we apply best practice principles rather than comply with tools and adhere to structure
- people – we work in teams, defining roles clearly and emphasising leadership; skill development is ongoing
- systems – we build systems that give legitimacy to family work, reduce the administrative burden on caseworkers and share risk and decision-making across teams.

Practice First is currently being trialled across NSW in 16 community service centres and with one regional adolescent team. Early results show that caseworkers are spending more time with families, fewer children are entering OOHC and staff sick leave is reducing. A review of the model is currently underway at all trial sites.

Prevention and early intervention

By acting early we can prevent some significant problems from occurring or escalating later on, when intervention is both more complex and more costly. This is true for domestic violence, parental substance misuse and mental health problems, which are commonly associated with child abuse and neglect.

Specialist clinical expertise and training and support are necessary to identify how best to reduce risks to children and young people from these problems. Our Clinical Issues Unit assists frontline staff by providing expert knowledge, training and resources for engaging and working with families where there are issues of domestic violence, parental alcohol and other drug misuse and mental health problems. In 2012–13 the unit provided 3606 consultations and delivered 142 short courses.

Supporting children and families

We have a suite of programs to give families with different levels of need, support to nurture their children. Our programs aim to give children the best start in life.

Families NSW is the population-based prevention and early intervention strategy for families expecting a child or with children up to eight years of age. Services include supported playgroups, family worker services, parenting programs, volunteer home visiting, community capacity building initiatives and work to strengthen agency partnerships. It is jointly implemented by FACS, the Ministry of Health and the Department of Education and Communities, together with local government and non government organisations (NGOs). Under the strategy FACS continues to implement the well credentialed Triple P positive parenting program which provides programs to more than 500 parents across NSW.

Child, Youth and Family Support early intervention services aim to meet the needs of vulnerable children, young people and families who fall below the threshold for statutory child protection intervention. There are two service streams, one for families with children aged 0 to 12 years and the other for young people aged from 12 to 17 and their families. Services include advice and referral services, assessment, case planning and case management, parenting programs and parent support groups, skills focussed groups for young people, counselling and home visiting. The funding commitment for 2012–13 was \$51.5 million with approximately 50,570 instances of service provided.

Intensive Family Support provides intensive and flexible services over 12 to 16 weeks to families of children with disability who are at risk of OOHC placement or family breakdown. Families are supported to develop new routines and skills to build resilience so they can deal better with stressful and crisis situations. In 2012–13 program funding of \$8.4 million allowed more than 360 families to receive help.

Aboriginal families are supported by *Intensive Family Support* services in four locations: Moree and surrounding areas; Kempsey and Greater Taree; Dubbo and surrounding areas; and south west Sydney. Three services target families from culturally and linguistically diverse backgrounds in the south west Sydney, Illawarra and Cumberland/Prospect areas.

Extended Family Support (EFS) provides more intensive support to manage day-to-day demands and reduce stress for families at very high risk of relinquishing care of children and young people with disability. Flexible support packages of up to \$50,000 per family are available to teach new skills and build resilience. EFS also supports more responsive short or long term out of home placements where a child or young person with disability is unable to remain living at home. In 2012–13, \$5.7 million was provided for the support of over 110 families in the EFS program.

Brighter Futures delivered by 16 NGOs, provides targeted early intervention services and support to families who are expecting a child or with children aged under nine years. At 30 June 2013, 2579 families were participating in the program, which aims to ensure children at high risk of entering the child protection system (including OOHC) can continue to live safely at home.

There are three Aboriginal *Brighter Futures* programs currently offered through Tharawal, Kari and Wandiyali, and a culturally and linguistically diverse *Brighter Futures* service managed by the Metro Migrant Resource Centre.

The **Aboriginal Child, Youth and Family Strategy** helps Aboriginal families expecting a baby or with children aged up to five years to give their children the best start to life. Service delivery is flexible and targeted to the needs of local communities. Services include supported playgroups, family worker services, parenting programs and community capacity building activities.

EarlyStart – Diagnosis Support in 2012–13, funding for 12 new diagnosis support worker positions including seven Aboriginal specific positions was allocated. The aim is to assist families to access information at the time of their child's diagnosis with disability and improve access to mainstream services, such as childcare and preschools and community health services. A total of 40 additional diagnosis support workers will be introduced across the state over five years under *Stronger Together 2*, the NSW Government's plan for disability services.

The **Strengthening Supports for Children and Families 0 – 8 years** reforms stem from a commitment under *Stronger Together 2* to improve how services are provided for children with disability and their families. In 2012–13 FACS regions commenced investment of \$23 million to expand the range, availability, quality and flexibility of support services in mainstream settings in partnership with the specialist system. Funding for the reforms will total \$180 million over five years.

Early Childhood Intervention services provide a broad spectrum of support for children with disability aged up to six years and their families. Support includes therapies, learning and play-based activities and opportunities to interact with peers. Investment in these services will build the skills and capabilities of children and improve the wellbeing of families. In 2012–13, \$2.98 million in *Stronger Together 2* growth funding was prioritised to provide additional places in the non government sector for children with disability and their families. The funding aims to drive reform in early childhood intervention services to strengthen the capacity of mainstream services to include children with disability alongside other children their age.

In January 2013, the NSW Government announced an additional \$6 million to support a practice shift in early childhood intervention and other services, to promote and support the inclusion of children with disability in mainstream environments. The Early Childhood Intervention Australia (ECIA) NSW chapter, in partnership with FACS, will work with organisations across NSW, sharing their professional experience and practical knowledge in supporting children with disability and their families.

Building strong communities

Research to date has identified that in strong communities, people feel connected, participate regularly in community life, respect each other and trust community organisations.

Taking account of this research, FACS has developed *Community Builders* to strengthen communities, particularly where there is social and economic disadvantage. The program allocates renewable funding to NGOs to provide services such as information and referral, community skills development and partnership projects, and fixed term funding for community capacity development and related projects.

In 2012–13 we allocated over \$41 million in funding to 394 service providers under the *Community Builders Renewable* program. We also funded 120 fixed term projects (between one and three years) to a total of over \$8.6 million.

Aboriginal Early Childhood Development

In 2012–13 FACS continued to implement important reforms for Aboriginal children and families under the National Partnership on Indigenous Early Childhood Development. This six year agreement between the Australian Government and state and territory governments funds the construction of Aboriginal children and family centres in five regional and four metropolitan regions. From these centres, local Aboriginal families are receiving support for improved health and wellbeing, education and care for young children.

Statutory intervention

Legislative reform

FACS is exploring legislative reforms that will reduce the number of children and young people in care, particularly those of Aboriginal descent, and establish a contemporary child protection system which responds better to intergenerational abuse, drug and alcohol addictions and chronic violence. The focus is on:

- promoting good parenting through strengthening the Parent Responsibility Contract and improving parenting programs
- providing a safe and stable home for young people in care through such measures as removing the barriers to adoption when it is in the child's best interests
- creating a child focused protection system by addressing a broad range of issues, including contact arrangements between children and young people in OOHC and their birth families.

We have sought comment from interested people and organisations on the proposals underpinning the reform agenda and consulted through public forums, video conferences and one-on-one meetings. All feedback has been considered and consolidated. A package of reforms incorporating the consultation feedback is being developed and a final report will be issued on the next reform steps.

Keeping families together

FACS helps parents to care better for their children thereby reducing the risk of them being harmed and removed into care.

Strengthening Families supports families with children under nine years of age (or unborn) at risk of significant harm, but who are safe to remain at home if the parents address specific problems. The program is delivered by caseworkers and builds on existing family strengths through structured home visiting, parenting programs and casework focused on parent vulnerabilities. Practical support such as quality child care is also available. In 2012–13, the first full year of operation, over 1000 families were assisted through the program at an expenditure of \$19.8 million.

Intensive Family Support and **Intensive Family Preservation** services target families in crisis whose children and young people (0 to 15 years) are at risk/imminent risk of removal and placement in OOHC. NGOs complete child assessments after referral by FACS. Families receive an average of 12 weeks intensive support, including frequent home visits and 24-hour on call assistance. Up to 40 weeks of continuous, individually tailored casework follows. In 2012–13, \$7.17 million was expended on these services and 437 families were assisted.

Intensive Family Based Services support Aboriginal families whose children are:

- at risk of entering care due to safety concerns
- already in care with a restoration plan in place
- in care with the placement at risk of breaking down.

Support is time limited, home based and intensive. The services are available at Dapto, Redfern, Mt Druitt, Campbelltown, Newcastle, Bourke and Casino and at pilot sites in Wagga Wagga, Wyong, Kempsey and Clarence Valley. All are managed by Aboriginal community organisations.

Short Term Court Order, Family Preservation and Restoration project. This completed pilot combined legal options with case planning and services to keep children with their families or restore them as soon as safely possible, thus avoiding long OOHC placements. We will use the findings of the independent evaluation of the pilot to implement strategies to inform family preservation and restoration work across the state.

Decisions on child protection

The capacity of FACS to undertake comprehensive child protection assessments has been enhanced by a structured decision-making system. The system aims to improve capacity to respond to child protection reports while enhancing the consistency of child protection assessments. It also helps to improve the targeting of resources to families who are most in need.

Comprising of a set of assessment tools that guide each critical decision in a child protection case, the system ensures consistency in assessment, response and decisions. Professional judgement is augmented by the structured decision-making assessments.

In 2012–13 the system contributed to the increase in the number of families seen by FACS and to better targeting of resources to families at higher risk.

Child protection reports

The Child Protection Helpline is a 24-hours a day, 7 days a week, statewide call centre staffed by professionally qualified caseworkers to receive reports about children or young people at risk of harm from abuse or neglect.

Child Protection Helpline demand and average waiting time, 2011–12 and 2012–13

| Helpline key indicators | 2011–12 | 2012–13 |
|--|-------------------|-------------------|
| Helpline calls (calls entered) | 145,425 | 134,486 |
| Helpline demand (calls/faxes/eReports) | 165,660 | 156,592 |
| Average waiting time | 4 mins 46 secs | 4 mins 04 secs |

Source: Genesys, 2012–13 annual data.

| Risk of Significant Harm/referred reports, 2010–11 to 2012–13 | | | |
|--|---------|---------|---------|
| | 2010–11 | 2011–12 | 2012–13 |
| Risk of Significant Harm/referred reports, NSW, 2008–09 to 2012–13 | 98,845 | 99,283 | 104,817 |

Source: KiDS – Corporate Information Warehouse annual data.

Joint Investigation Response Teams

These interagency collaborative teams bring together the risk assessment and protective intervention of FACS with the criminal investigation powers of NSW Police and the diagnostic and therapeutic services of NSW Health to respond to serious allegations of child abuse and neglect that may involve a criminal offence. Services are delivered by a network of teams across NSW in 22 sites.

| Number of Joint Investigation Response Team (JIRT) referrals accepted | | | | |
|---|------------------------------|------------|------------------------------|------------|
| JIRT | 2011–12 | | 2012–13 | |
| | Number of referrals accepted | % | Number of referrals accepted | % |
| Metro JIRT | 1585 | 38.9 | 1652 | 36.4 |
| Rural JIRT | 2485 | 61.1 | 2884 | 63.6 |
| Total | 4070 | 100 | 4536 | 100 |

Source: JIRT Referral Unit Database, 2011–12 and 2012–13

Demand for JIRT services has steadily increased since 2008–09. The number of cases accepted rose by 31 percent from 3474 in 2008–09 to 4536 in 2012–13. Most cases involve allegations of sexual abuse. The rise in demand reflects increased community awareness of child sexual abuse and increased confidence in the response of agencies.

During 2012–13 FACS has initiated the development of a tracking system to support the work undertaken by the three government agencies. The system will strengthen accountability and data collection in the monitoring and reporting of JIRT performance indicators. The system will enhance the quality of investigations and case planning for the safety, welfare and wellbeing of the victim and their family members.

Child Deaths 2011 Annual Report

The Minister for Family and Community Services released the *Child Deaths 2011 Annual Report* in November 2012. It examines our involvement with the families of 110 children and young people known to FACS who died in 2011.

As with the previous year's report, the most common reason for child deaths was illness or disease. The report also identified 18 infants who died while in unsafe sleeping environments. Work with parents to promote safe sleeping practices to reduce these preventable deaths was a key area identified for improvement in the report.

Additionally, the report included lessons learned from a review of FACS involvement with young parent families between 2006 and 2011. It confirmed that children living in young parent families are particularly vulnerable, especially when the family is living with disadvantage; the parents experienced abuse, neglect and/or have left care; or there are poor family and professional support networks.

A number of reforms already implemented or currently underway are contributing to FACS working better with young parents, including:

- organisational and community education initiatives aimed at reducing the number of babies who die in unsafe sleeping environments
- establishing child protection adolescent response teams across NSW to provide case management to adolescents, including young parents, and their families
- undertaking the *Better Lives for Vulnerable Teens* review which identifies reforms that FACS can implement to assist vulnerable teenagers, including young parents, to better engage with education and employment, connect with their family, peers and community and live in stable accommodation

Royal Commission

FACS welcomes the national Royal Commission into Institutional Responses to Child Sexual Abuse announced in January 2013. This inquiry is an opportunity for us to open our doors to review past practices and to ensure that our systems, policies and current and future practices do not replicate earlier mistakes. It encourages us to consider how we can better prevent and respond to child sexual abuse, including holding perpetrators to account and providing justice to survivors.

FACS is committed to working with the Commission in an open and constructive way. We have established a special team which will work with FACS divisions and other government departments to:

- support survivors and people impacted by child sexual abuse to access information from FACS to help them to tell their story
- prepare timely, accurate and quality responses to the Commission
- review past policies and practices related to FACS institutional care
- identify key strategic policy, legal and systemic changes in response to emerging issues
- provide input to whole of government policies that better protect children from sexual abuse.

Out-of-Home Care

Children & young people in Out-of-Home Care, at 30 June, 2009 to 2013

| At 30 June | No. of children/young people | Rate per 1000 population |
|------------|------------------------------|--------------------------|
| 2009 | 16,524 | 10.2 |
| 2010 | 17,400 | 10.7 |
| 2011 | 17,896 | 10.9 |
| 2012 | 18,169 | 11.3 |
| 2013 | 18,300 | 11.1 |

Notes: Populations used in rate calculations are based on Australian Bureau of Statistics (ABS) Census counts and Estimated Resident Population (ERP) data. Fluctuations between the ERP and Census data impact slightly on rate calculations, as is evident between 2011 and 2012. In this instance 2011 Census of 1,600,841 compared to the ERP at 30 June 2012 was 1,650,113 (NSW population 0–17 years).

Sources: KIDS/MDS – CIW annual data; ABS Estimated Resident Population, NSW by age and sex at 30 June, 2008 to 2010 and 2012.

When children cannot safely stay with their families, they need stable OOHC. In the interest of promoting better, more responsive care, FACS is transitioning the management of statutory OOHC, where the Minister holds parental responsibility, to the non government sector. The transition, which began in March 2012, will see the number of placements provided by the non government OOHC sector in NSW grow substantially over the next five to ten years.

To implement this transition, a Ministerial Advisory Group, Regional Implementation Groups (RIGs) and a Transition Program Office (TPO) were established. The TPO is a partnership between Community Services and the Aboriginal Child, Family and Community Care State Secretariat (AbSec) and Association of Children’s Welfare Agencies (ACWA), both peak NGOs.

The TPO supports the implementation of transition of OOHC to the non government sector through initiatives which include:

- carer engagement forums, information sessions and focus groups
- carer transition resources and carer transfer assistance lines
- transition website (www.tponsw.com.au) and e-newsletter, stakeholder briefings and forums.

Transition aims to increase capacity in the OOHC non government sector to take up future growth placements transitioning from FACS. By 30 June 2013, the TPO had:

- transitioned 2335 children and young people – this represents 107 percent of the 2183 cumulative estimated target for the financial period March 2012 to 30 June 2013
- placed 5028 or 40.7 percent of children and young people in statutory OOHC, with an OOHC NGO.

Aboriginal children

Approximately 35 percent of children and young people in OOHC in NSW are Aboriginal. An essential principle of transition is a commitment that Aboriginal children and young people are cared for by Aboriginal carers and Aboriginal caseworkers within accredited community-controlled Aboriginal agencies. This ensures that, wherever possible, Aboriginal children remain within their community and maintain cultural connections.

In keeping to this principle, we are funding the AbSec to lead a project to build capacity in the Aboriginal OOHC non government sector. Achievements to date include supporting:

- four Aboriginal NGOs to gain and maintain accreditation
- five partnerships between Aboriginal and non Aboriginal NGOs
- two currently accredited Aboriginal NGOs to broaden service provision.

The FACS *Raising Them Strong* training package is an innovative, culturally relevant two day course to give frontline Aboriginal staff the skills and knowledge needed to deliver carer support and training locally to kinship carers looking after Aboriginal children and young people. The program has so far reached 47 frontline Aboriginal staff in Aboriginal OOHC agencies and our Community Services division. Resources include a DVD, booklet and topic cards.

Kids benefit from new agencies

Barbara was one of the first carers to sign up with Ngunya Jarjum, an Aboriginal NGO. She is 68 and has been a carer with FACS for over 10 years, fostering more than 50 children. She currently has three children in her care.

Barbara expected that staff in an Aboriginal agency would speak her language and “understand better than white fellas”, and that has been her experience.

When asked about benefits to the children of the transition Barbara said,

“The kids feel a lot better if they have a black person seeing them. . . they all run out to the car to meet them.”

Barbara describes the transition process as easy and when asked her advice to other carers considering a transition to an Aboriginal agency said, “Move over, no holds barred mate, go! It’s the best thing I ever did.”

Out-of-Home Care referrals

FACS has developed an online referral management system to strengthen the transparency, reliability and responsiveness for OOHc referrals to NGOs.

The system allows 'real-time' referrals for placement to all NGOs. Every referral and action relating to a referral can be recorded, and reports can be generated by both NGOs and FACS. The system also ensures both NGOs and FACS are accountable for referring and for accepting or declining placements. The state wide rollout of the system was completed on 29 April 2013.

Regional implementation

A key driver of successful transition is implementation at the regional level.

With responsibility for all OOHc transferring to the non government sector, FACS is driving transition via RIGs in each region. Members include staff from our Community Services division and all OOHc agencies providing services in that region.

The role of the groups is multi-faceted. They are successfully:

- harnessing and sharing innovative strategies to improve the transfer of carers and children to NGOs
- promoting collaboration and coordination across key stakeholder groups
- ensuring sound governance arrangements are in place to support achievement of transition objectives.

Each group, co-chaired by a FACS District Director and a NGO representative, has been active in implementing local transition through a regional plan and is successfully delivering on transition goals.

Social benefit bonds

In an Australian first, the NSW Government and FACS have signed agreements for two social benefit bonds, the benefits of which will be new funding for services for vulnerable people, better use of government resources and stronger partnerships with the non government sector.

The first agreement, reached with UnitingCare Burnside, raised \$7 million in private capital to fund Burnside's well-performing *Newpin* program over seven years. *Newpin* aims to build positive parent-child relationships to support the return of children and young people in OOHc to their families or prevent them from entering care. The program currently runs in four centres and will expand to new locations with bond funding.

A second bond of \$10 million over five years is currently being implemented with The Benevolent Society (TBS).

This bond, formally agreed to on 13 June 2013, will fund the TBS's *Resilient Families* program which will work with vulnerable families across south west, inner west and central Sydney to address risk issues and prevent children from entering OOHc. Under the terms of the bonds, the NSW Government will repay Burnside and TBS the upfront investment plus a return when the agreed social benefits are achieved.

Carer recruitment and retention

To support transition, FACS has allocated \$1.1 million to the sector peak organisation ACWA to deliver a carer recruitment and retention project, including delivery of the Fostering NSW carer recruitment campaign. The project is helping to provide support, coordination and collaboration for OOHc NGOs in recruiting and retaining carers through a united message about the value of fostering and the need for more carers in NSW.

The Fostering NSW campaign offers people interested in fostering the opportunity to find out more by visiting www.fosteringnsw.com.au. The campaign has public relations, social media and paid digital and print advertising elements, as well as targeted activities to recruit Aboriginal and CALD carers. Community Services has worked with ACWA to support the campaign.

Moving to independence

Young people leaving statutory OOHc require significant support.

FACS is trialling an alternative approach to provision of services to young people leaving OOHc through the *Stepping Out Starting Off* project. The project, funded under the National Partnerships Against Homelessness until the end of December 2013, is trialling individualised funding packages for up to 150 young people leaving statutory care in the Hunter, Northern and Western regions. It responds to the unique needs of each individual care leaver with flexible and timely access to funding and services. The focus is on participation in education, training and employment and ensuring young people exit care into sustainable housing.

This year FACS supported 501 young people with disability to move to more independent lives through the *Leaving Care* program. Over the next three years, to 2015–16 it is anticipated that there will be a further 350 new entrants to the program, reflecting the *Stronger Together 2* commitment. Young people with disability leaving the parental responsibility of the Minister are assisted through planning, case management and individual funding to live as independently as possible. The program is flexible as some find their needs change after they leave, while others require consistent support into adulthood. Before the age of 18 young people are supported to develop plans for accommodation, education and employment along with social goals. Efforts are made to empower them by increasing links to community and mainstream supports.

Adoption

In progressing reform of child protection laws, we are seeking to strengthen our capacity to give children and young people in care a stable home. While an open adoption offers the best chance of long term security for many children and young people who cannot remain with their birth or extended family, for others particularly Aboriginal children and young people, adoption is not culturally appropriate. FACS therefore makes different arrangements where needed, including long term guardianship.

FACS provides adoption services within four key programs including: OOHC; local adoption and permanent care including special needs, intra-family and special case adoption; inter-country adoption; and post adoption. We are working towards reducing the number of children in OOHC through adoption and have introduced a number of reforms to streamline processes to enable children in OOHC to secure early permanence and security through adoption.

In 2012–13:

- 78 adoption orders were made for children in OOHC
- 53 birth parents were counselled about adoption and permanent care alternatives
- 7 children were adopted through the local adoption program
- 33 inter-country adoptions were made (while the Australian Government manages overseas adoption programs, FACS is responsible for processing inter-country adoptions).

Apology for forced adoption

On 20 September 2012 the NSW Parliament formally apologised to the mothers, adopted children and families negatively affected by forced adoption practices of the past. The apology followed the recommendations of both a NSW inquiry released in 2000 and a Senate committee inquiry released in February 2012.

In addition to the formal apology, the NSW Government has introduced measures to better assist mothers, fathers and people adopted as children. It has abolished the fees formerly charged for parents or adopted people to access adoption information from FACS, and will contribute extra funding of up to \$300,000 per annum for three years from 2012–13, for services provided by the Post Adoption Resource Centre. The additional funding will address increased demand for services and enable expansion to rural and regional areas following the NSW apology for forced adoptions in September 2012 and the national apology.

Part 2 Improving services and lives

- 2.1 Improving the lives of children and young people
- 2.2 Improving social housing assistance and homelessness services
- 2.3 Supporting people with disability to realise their potential
- 2.4 Reducing domestic and family violence
- 2.5 Engaging seniors to participate fully in community life
- 2.6 Increasing women's economic opportunities and participation

2.2 Improving social housing assistance and homelessness services

Secure and affordable housing is essential for everyone's health and wellbeing including their ability to keep a job or to study.

In addressing homelessness and assisting people to find and keep appropriate housing, FACS operates in a challenging environment. Escalating housing costs are increasing the demand for housing assistance and stretching our financial and human resources. The average length of a social housing tenancy is also increasing.

Around 90 percent of social housing tenants rely on Centrelink benefits, which limits their ability to pay rent at market rates and means less rental revenue goes back to the social housing system. At the same time, according to the Census figures the overall rate of homelessness has increased by 20 percent from 2006 to 2011.

Within this context, FACS is undertaking a series of reforms so we can improve lives by helping those with the greatest need for housing by providing the right services at the right time.

Funding highlights

- \$747.9 million for housing policy and assistance.

Reform goals

- Ensure better outcomes for people who are homeless or at risk of homelessness by strengthening the capacity of homelessness services and achieving a better balance of prevention, early intervention and crisis support.
- Better support individuals and families in need of housing by increasing the capacity and sustainability of the community housing sector.
- Help those in greatest need by improving the overall efficiency, fairness and transparency of the social housing system.
- Improve the lives of Aboriginal people, including those in remote areas, by ensuring they have access to safe, affordable and culturally appropriate housing.
- Better access to affordable housing and support for individuals and families renting in the private market.

How we are improving lives

To achieve our reform goals in 2012–13, we focused on:

- assisting clients who are homeless or at risk of homelessness through continued implementation of the *NSW Homelessness Action Plan*
- evaluating the above plan so we know what works in addressing homelessness and can act accordingly
- helping those in housing need to access specialist homelessness services more easily and create a better balance between early intervention, crisis and post-crisis support
- ensuring we can meet people's housing needs into the future through committing to a national regulatory system for community housing which will improve sustainability and promote growth
- making access to social housing easier, fairer and simpler through *Housing Pathways*, a single access system
- increasing the stock of affordable rental homes by supporting private sector and not-for-profit organisations through the *National Rental Affordability Scheme*
- continuing to deliver the 10 year *Build and Grow* program which, by engaging the Aboriginal community housing sector, is delivering safe, quality homes and improving lives of Aboriginal people.

Homelessness

Through the *Specialist Homelessness Services Program* we help more than 53,000 people per year who are homeless or at risk of homelessness; a group with higher proportions of people aged 12 to 25 and Aboriginal people than the general population. Investment in these services by the NSW and Australian Governments for 2012–13 was \$134.48 million.

| Specialist Homelessness Services Program | | | |
|--|---------|---------|---------|
| | 2010–11 | 2011–12 | 2012–13 |
| People assisted by Specialist Homelessness Services | 44,100 | 53,500 | 53,500 |
| Households receiving temporary accommodation (during the year) | 16,739 | 14,069 | 13,073 |

Source: Australian Institute of Health and Welfare (AIHW).

National Partnership Agreement on Homelessness

Projects for people who are homeless or at risk of homelessness will continue following negotiation of a one year extension to the *National Partnership Agreement on Homelessness* (NPAH) by NSW with the Australian Government. The agreement focuses on three strategies to reduce homelessness:

- prevention and early intervention
- breaking the cycle of homelessness
- improving and expanding service responses.

Over the four years of the Agreement:

- over 50 projects delivering outcomes to relieve homelessness were provided
- around 15,000 clients were provided with housing assistance
- over 3000 rough sleepers were supported in high needs locations, including the Sydney metropolitan area and Newcastle
- around 196,000 private and public tenants were provided with legal, financial or other support to access or sustain tenancies
- over 6500 Aboriginal clients received assistance
- over 6000 people exiting care and custodial settings, health or disability facilities were supported to access housing assistance or information, and a over 2500 people have been assisted to get a birth certificate
- just under 4000 young people were supported by initiatives that provide intensive support for homeless young people with complex needs

- over 2000 women who experienced domestic or family violence received the Start Safely subsidy and around 1000 of these received additional support services to sustain their tenancies.

NSW will continue to negotiate with the Australian Government for a longer term funding commitment to homelessness services to maintain and build on the reforms FACS is currently undertaking.

NSW Homelessness Action Plan

More than 65,000 clients received help under projects funded through the NPAH and implemented under the complementary *NSW Homelessness Action Plan*, a five year whole of government plan to reduce homelessness. Ten percent of clients were Aboriginal.

In 2012–13 FACS comprehensively evaluated projects under the plan. The key findings were:

- local coordination by relevant agencies delivers the best results for clients
- flexible brokerage funding enables a tailored approach to meeting client needs
- the right support for the client at the right time makes a difference
- a short term, upfront investment helps sustain tenancies at risk
- a whole of client/family perspective is essential to reducing a client's risk of homelessness
- strong relationships between FACS and the private rental market assist clients to access and keep housing.

The results have shaped best practice service delivery by specialist homelessness services and the *Going Home Staying Home* reforms (see below for further information about the reforms).

A place to call home

A Place to Call Home has provided individuals and families who are homeless or at risk of homelessness with housing and support to help them sustain long term tenancies.

This joint Australian Government and State/Territory initiative commenced in 2008–09 with the goal of providing 155 dwellings by 30 June 2013. This target has been exceeded, with 159 dwellings provided. Over the life of the project, 301 individuals have been assisted, including 22 Aboriginal people, 43 women escaping domestic violence and 15 young people. Tenants of *A Place to Call Home* properties are linked to support services provided through NSW Government programs that include family support services, early intervention services for families with children at risk, and disability support services.

Reform to homelessness services

Following statewide consultation with peak bodies, service providers, homeless people, consumers of specialist homelessness services and other stakeholders, FACS developed the reform plan, *Going Home Staying Home* to:

- reconfigure services to ensure clients have access to services that begin at prevention and progress to early intervention and crisis support
- reallocate resources to areas of greatest need across the state
- improve communication between services and client referrals through a new management system
- develop the sector and its workforce to strengthen the quality of service
- establish a statewide homelessness telephone helpline to make it easy for everyone to find help.

FACS allocated \$2 million of NPAH funding (matched NSW and Australian Government funding) to specialist homelessness services to help them reconfigure to improve collaboration and partnerships in line with new *Going Home Staying Home* service delivery models. Sixty-two projects were funded through an innovation fund to improve service delivery.

A further \$1.255 million was allocated to an industry development fund to help the specialist homelessness services sector make changes to align with the reforms.

Key achievements under the reforms include:

- convening a series of awareness sessions across the state to discuss evidence-based service delivery design and to share the findings from the NPAH evaluation
- developing an assessment framework and information sharing and referral tools for specialist homelessness services
- developing a draft NSW specialist homelessness services quality assurance system (QAS) consistent with the National Quality Framework
- assessing different options for procuring future specialist homelessness services to ensure that the client is placed at the centre of the service system
- establishing an industry partnership to deliver the industry development fund, Workforce Development Plan and Industry Development Strategy.

Innovative responses

Some people repeatedly seek temporary accommodation through specialist homelessness services, although such housing is essentially a last resort, not a long term solution.

To help find a better answer for people who fall into this group, FACS launched a new trial project in December 2012, *Rapid Rehousing*, delivered by St Vincent de Paul Society in Mt Druitt and Penrith and New Horizons in Coffs Harbour.

The aim is to prepare a response plan within 48 hours of an individual or family entering temporary accommodation. The plan, developed with their input, will identify the steps needed to locate and access a suitable private property, such as obtaining identification documents or securing a bond loan. The plan also includes details on the services the individual or family needs to assist their move into the private rental market. Ongoing support will be available for four months to assist in sustaining their tenancy.

In 2012–13, 120 clients were housed in private rental in Penrith and Mt Druitt and 43 in Coffs Harbour. The project is currently being evaluated. It has been very successful in securing private rental accommodation for homeless people in crisis. The flexible use of brokerage funding along with intensive case management to transition people from homelessness to secure housing have been critical factors in the success of the project. This approach has now been integrated into the *Going Home Staying Home* service delivery framework.

Coordination, integration and collaboration

FACS is committed to working in partnership with NGOs to meet the needs of people experiencing or at risk of homelessness. The peak advisory committee, the NSW Premier's Council on Homelessness, plays an important role in strengthening this approach. In a number of projects multi-disciplinary teams are working together across locations and agencies to assist clients.

In-depth evaluations of projects delivered through the *NSW Homelessness Action Plan* have demonstrated that better outcomes are achieved through coordinated service responses, where people are able to access the services that they need, when they need them. This typically needs to include a combination of specialist homelessness services and mainstream services such as financial counselling and mental health services.

The *Going Home Staying Home* reforms commit to working with the sector in a collaborative way that encourages transparency and mutual leadership to ensure that the reform delivers on outcomes that reflect the perspectives of clients, the sector and government.

The client benefits of interagency coordination and collaboration are many and include:

- stronger networks for greater client support
- more effective referrals
- increased understanding of the needs of particular client groups
- better use of local services.

Two examples of the innovative projects we are funding which put people and their needs first are:

Common Ground — managed by Mission Australia Housing, assists homeless clients, predominantly from the city. It has delivered additional housing stock, including 104 units occupied by 52 formerly homeless clients, 10 social housing tenants and 42 affordable housing tenants. Funding for the project totalled \$2.785 million over two years to 2012–13. The *Aboriginal Assertive Outreach* project works with Aboriginal people who are sleeping rough or experiencing chronic homelessness. It operates in 27 local government areas in the coastal Sydney region. The aim is to ensure clients find safe and affordable housing and get the support they need. Funding for the project totalled \$1.8 million over 2010–11 to 2012–13.

The *Framework for Multi-Agency Client Transition Planning to Reduce Homelessness* was agreed in November 2012. It is designed to prevent and reduce homelessness by improving the planning for people transitioning from statutory care, custody or health facilities. It is now being implemented by signatory agencies including FACS, Ministry of Health and Corrective Services NSW.

Localised asset solutions

In early 2013 FACS successfully contracted out maintenance for 678 properties owned by the NSW Land and Housing Corporation and leased by us to 149 special homelessness service providers. Maintenance work will be completed by community housing providers under a two year contract.

Specialist homelessness services can now call a local maintenance provider when they require maintenance. It is expected that this initiative will strengthen relationships with local contracted providers and will enable a more responsive maintenance service for community housing providers and tenants.

FACS worked closely with the homelessness peak organisations to ensure a smooth transition to the new maintenance arrangements. We will closely monitor the quality and timeliness of the new service as part of our contract management and quality assurance activities.

Social housing

Social housing includes public housing, community housing and Aboriginal housing. At 30 June 2013 there were:

- 8668 new tenancies in public, community and Aboriginal housing established
- 110,059 public housing tenancies, 4469 Aboriginal Housing Office (AHO) tenancies and 25,973 community housing tenancies managed
- 149,972 properties managed, comprising of 117,798 public housing dwellings, 27,450 properties in the community housing sector (including 1496 crisis accommodation properties) and 4724 AHO properties.

The government is considering a new policy approach for social housing which will aim to break disadvantage, rather than managing it, through: service integration, mutual obligation and greater non government leadership. The new policy approach to social housing will provide the overarching framework for future decision-making across the broad range of issues associated with delivering social housing assistance in NSW, including how FACS will work with other agencies.

| Households living in social housing at 30 June 2013 | | | |
|---|----------------|----------------|----------------|
| | 2010–11 | 2011–12 | 2012–13 |
| Public housing | 111,254 | 111,622 | 110,059 |
| Community housing* | 24,904 | 25,844 | 25,973 |
| Aboriginal housing | 4267 | 4398 | 4469 |
| Total households living in social housing | 140,425 | 141,864 | 140,501 |

* Community housing does not include households living in Crisis Accommodation Program properties. People living in crisis accommodation are counted in those receiving assistance from Specialist Homelessness Services.

Source: Annual Community Housing Data Collection.

Housing Pathways

FACS partners with 26 community housing providers and the AHO to provide access to housing assistance through *Housing Pathways*. This partnership makes access to social housing assistance easier, fairer and simpler and allows clients to apply for housing from any *Housing Pathways* provider.

During 2012–13 we received 64,656 applications for housing assistance through *Housing Pathways*. Of these applications 20,983 were approved and placed on the NSW Housing Register.

Housing Pathways shows our commitment to integrated service delivery. Providers work closely at both a statewide and local level to provide coordinated service delivery to clients seeking assistance.

Following a number of years of operation, an independent evaluation of the program was undertaken this year. Overall, the findings indicated that *Housing Pathways* is providing an effective, integrated pathway into social housing.

| Access to social housing | | | |
|--|---------|---------|---------|
| | 2010–11 | 2011–12 | 2012–13 |
| Number of applications received through Housing Pathways | 60,176 | 71,058 | 64,656 |
| Number of clients on the Housing Register at 30 June | 46,792 | 55,479 | 57,451 |
| Percentage of tenancies allocated to priority approved applicants(%) * | 51.7 | 53.9 | 54.3 |
| Median waiting time (months) for priority approved applicants housed during the year** | 4.8 | 3.9 | 4.0 |

* Percentage of tenancies for 2010–11, and 2011–12 relate to public housing and AHO, and for 2012–13 include community housing.

** Median waiting time (months) of newly housed priority applicants in public housing and AHO during the year.

Source: HOMES data accessed through Enterprise Data Warehouse.

Housing waiting times

There are 57,451 applicants waiting for social housing in NSW. FACS publishes information on expected waiting times for social housing which provides people with information about how long they may expect to wait for housing in particular areas. Some applicants may change their choice of area to a location with a shorter expected waiting time.

Published details include the number and size of available properties, the number of people waiting and the expected waiting time for social housing in each area. This information assists applicants to make informed decisions by giving them a realistic idea of how long they may have to wait for a certain property in a certain area. Applicants are finding the internet site with expected waiting times for social housing very useful, making over 125,000 visits since this information was first available. Further information is available at www.housingpathways.nsw.gov.au

Planning for the future

Planning for the Future: New directions for community housing is the NSW Government strategy to promote growth of community housing from 2007–08 to 2012–13. It sets actions for both government and non government agencies under the headline target: 'to grow community housing from 13,000 to 30,000 homes over the next 10 years (2006 to 2016). At 30 June 2013 there were 25,954 long term community housing properties, double the number in 30 June 2006.

The strategy also detailed three major reforms to assist in achieving the target:

- a statutory regulatory system to increase confidence in community housing by government, tenants and investors (see below for further details)
- rent reforms to increase rental income of community housing providers to achieve financial viability and service debt on new housing
- leveraging of private finance on government investment in community housing to provide additional housing.

All reforms have been implemented. FACS is currently reviewing what has been achieved under the strategy and will report back in early 2013–14.

Regulation of community housing providers

In August 2012 NSW Parliament passed the *Community Housing Providers (Adoption of National Law) Act 2012* (NSW), which provides the basis for a new system of national registration, monitoring and regulation of community housing providers (the National Regulatory System for Community Housing). The new system is designed to:

- provide a consistent regulatory environment to support the growth and development of the community housing sector
- pave the way for future housing product development
- reduce the regulatory burden on housing providers working across jurisdictions
- provide a level playing field for providers seeking to enter new jurisdictions.

The national regulatory system will start on 1 July 2013 with a six months testing and evaluation phase. Full commencement will take place on 1 January 2014 with an 18 months transition period.

Industry development

The NSW Community Housing Industry Development Framework has guided industry development, sector growth and capacity building since 2010. Initiatives this year included:

- publication of the findings of the strategic stewardship project to guide government, community housing providers and industry partners on governance, risk management and strategic planning
- improved FACS business systems to enable more efficient capture of data for program revision and improvement.

In March 2013, Housing Ministers endorsed the National Industry Development Framework, which outlines the setting and skills required for the community housing sector to play an expanded role in the future. Each state and territory will apply the framework as appropriate. Work also commenced in 2012–13 on the development of a new three year NSW Community Housing Industry Development Strategy.

Linking providers

From November 2011 to August 2012, FACS convened four forums for community housing providers and specialist homelessness services to explore opportunities for formal service relationships and/or partnerships with each other. The forums generated practical improvements for clients and services and as a result, the peak body Homelessness NSW has begun to develop case studies and a practice manual for non government housing providers and specialist homelessness services wishing to pursue strategic partnering to facilitate better services.

Feedback following the forums highlighted that relationships between service sectors had improved.

Tenant recognition policy

A policy change in March 2013 is ensuring that scarce public housing properties are allocated to people in greatest need.

Previously a household member applying to take over a tenancy (usually from an older family member who had died) only had to establish that they were in need of housing, not that they had a priority need. The change under the new *Recognition as a Tenant* policy will make the public housing system fairer by freeing up many homes each year for families who have demonstrated they are in need of priority housing assistance.

FACS recognises the special needs of older spouses or partners (55 years and over) and Aboriginal households and will not apply the new policy to them. We also understand that the circumstances around the end of a tenancy may distress family members and therefore may grant them up to six months to resolve their housing needs.

Amnesty

More money will go back into public housing – good news for those in housing need, following the two month amnesty FACS conducted for tenants to declare unauthorised additional occupants in their public housing homes.

During the amnesty tenants declared more than 3500 additional occupants living in their properties, while community members reported more than 2500 suspected additional occupants. Due to the amnesty, we expect that \$6.5 million will be paid in extra rent, money that can be used to improve public housing.

Improving outcomes for people with disability

The *Disability Housing and Support Initiative* (DHASI) provides housing and support to people with disability and complex housing needs to assist them to sustain their tenancies and participate to their fullest potential in the community. An additional 125 DHASI places were allocated under *Stronger Together 2*. Our Housing NSW and Ageing, Disability and Home Care divisions are developing a joint operating agreement to ensure effective provision of these places.

Teloepa urban renewal project

Much needed new social housing became available in Sydney's north west with the opening by the Minister for Family and Community Services of 152 units in Teloepa provided by Housing NSW and the NSW Land and Housing Corporation. As the result of a tender, Hume Community Housing will provide an additional 108 units of accommodation in the suburb.

Hume Community Housing is also involved in two supported housing partnerships at Teloepa, one where specialist homelessness services are supporting priority approved applicants to maintain permanent tenancies after leaving transitional housing. The other is *A Place to Call Home*, which has allowed priority approved clients to move into permanent accommodation. 'Wrap around' services are supporting the tenants of the 10 units for a year to address the issues that initially led to their homelessness and assist their reintegration with the broader community. Through the FACS *Brighter Futures* program, parenting and other help is available to prevent children being placed in OOHC.

Tenant Advisory Committee

FACS wants feedback from tenants so we can improve housing services and, to this end, has established a statewide advisory committee. The committee of 12 tenants from public, community and Aboriginal housing met every three months in 2012–13 to discuss housing policies, operations and service delivery.

This year it developed and delivered a survey to gauge tenant knowledge of the committee and key tenant issues that the committee should address. The survey outcomes are pending.

Aboriginal housing

Aboriginal Housing Office

AHO is a statutory body established under the *Aboriginal Housing Act 1998* to provide housing assistance for Aboriginal people, especially for those members of the community most in need. The AHO plans, administers and expands the policies, program and asset base for Aboriginal housing in NSW. The AHO manages a substantial annual capital works program, and the development of a range of financial and resourcing strategies throughout the state.

The principles of self determination and self management for Aboriginal people guide the work of the AHO, which is conducted in partnership with Aboriginal Community Housing Providers and the Aboriginal community. The AHO strives to build the skills of Aboriginal people in the sector to improve the management of both their properties and their organisations. It also has an important role in facilitating and improving employment and training opportunities for Aboriginal people within the Aboriginal housing sector.

| Access to safe, affordable and culturally appropriate housing for Aboriginal people | | | |
|---|---------|---------|---------|
| | 2010–11 | 2011–12 | 2012–13 |
| Proportion of Aboriginal tenants in public housing | 8.8% | 9.5% | 9.6% |
| Proportion of Aboriginal tenants in community housing | 7.7% | 8.1% | 8.9% |
| Aboriginal Housing Office properties in remote areas | 221 | 252 | 247 |
| Aboriginal Housing Office properties in non-remote areas | 4304 | 4558 | 4477 |
| Total Aboriginal Housing Office properties managed by Housing NSW* | 4525 | 4810 | 4724 |

* Does not include properties managed by Aboriginal Community Housing Providers.

Note: Proportion of Aboriginal tenants in community housing via Annual Community Housing Data Collection

Source: HOMES data accessed through Enterprise Data Warehouse.

Improving service delivery

The *Aboriginal Service Delivery Commitment 2010–2014* focuses on improving outcomes for Aboriginal clients in relation to:

- sustaining tenancies
- housing and homelessness
- access to housing assistance
- Aboriginal employment.

As part of this initiative FACS is undertaking significant work to sustain Aboriginal tenancies across public and community housing and promote access to housing assistance for Aboriginal people. Key strategies rolled out in 2012–13 include delivering a sustainable tenancies project showcasing best practice approaches to sustainable tenancies across the social housing sector and continuing to explore ways to improve access to social housing by Aboriginal people.

Build and Grow

FACS continues to implement the *Build and Grow* Aboriginal Community Housing Strategy with Aboriginal communities and local Aboriginal Community Housing Providers. *Build and Grow* programs (over 10 years) will assist the sector to achieve the long term goals of financial viability, sustainability and independence.

During 2012–13 a number of project coordination groups worked to tailor the delivery of programs to local needs and priorities. Meeting monthly, the groups also monitored assets, supported integrated services, and developed community solutions to local housing concerns. There are now 16 such groups across NSW representing key local stakeholders such as Local Aboriginal Land Councils, Aboriginal Community Housing Providers, FACS, NSW Health and the NSW Land and Housing Corporation.

A major component of *Build and Grow* is the registration of Aboriginal Community Housing Providers following assessment of their management capabilities. Registration improves confidence and investment in the sector by recognising those providers that can professionally manage properties and tenancies for Aboriginal people. In 2012–13 there were 152 registered providers compared to 2011–12 when there were 138 registered providers.

One example of a *Build and Grow* initiative was the Toomelah community clean-up project which saw the removal of 470 cubic metres of waste from 54 homes and several abandoned houses earmarked for demolition. The project provided short term employment for 16 local residents and visibly lifted the community morale as a result.

Under *Build and Grow* this year:

- 252 houses were repaired and a further 81 were in progress at 30 June 2013
- 10 approved Aboriginal Community Housing Providers were paid operating subsidies on behalf of 44 Aboriginal Community Housing Providers
- 5 approved providers took over management of 912 properties previously owned and managed by other Aboriginal housing providers.

Lorna – Build and Grow

Mrs Lorna Lamb was pleasantly surprised when her house was recently upgraded as part of the *Build and Grow* Community Housing strategy.

The interior of Lorna's home has been painted throughout, fitted with new flooring and carpet, the bathroom refurbished, and a brand new kitchen installed. Outside, new awnings and downpipes were fitted and a driveway laid.

The renovations have made a real difference to Lorna's life, as she cooks more than she did before, and the new awnings have provided not only more privacy which enables Lorna to sit outside, but keeps the house cooler during the hotter months. Lorna said:

"It feels like a new home, I'm just so happy with everything now,"



AHO housing portfolio

In addition to housing available through *Build and Grow* program, culturally appropriate housing for Aboriginal people was available through the AHO portfolio. In 2012–13 the portfolio grew to 5427 properties. Additions to this portfolio include 42 properties under the *National Partnership Agreement on Remote Indigenous Housing*, 30 properties under the AHO capital works program and 92 homes tenanted by Aboriginal people under an approved transfer program from the NSW Land and Housing Corporation.

Supporting better tenancy management

In 2012–13 the AHO implemented the comprehensive *Tenant Support and Education* program across remote areas of NSW. The initiative aims to assist approved housing providers to better support people in complex tenancy situations through:

- facilitated workshops on budgeting, home maintenance and tenant rights and responsibilities
- innovation funding
- investment in ongoing literacy strategies
- funding of Aboriginal support positions with providers
- social comics with tenant stories to promote key messages about overcrowding, rents and tenancy changes.

Improving access to mainstream housing

The *Community Housing for Aboriginal People Strategy 2012–2014* is a FACS led initiative which aims to increase access to and sustain the tenancies of Aboriginal people in mainstream community housing.

The strategy brings together Aboriginal and mainstream community housing providers to:

- continue to increase the percentage of Aboriginal people accessing mainstream community housing
- improve Aboriginal tenancy sustainability
- strengthen relationships between mainstream community housing and Aboriginal housing providers through collaboration, partnership and shared learning.

The strategy was successfully launched in late 2012 with the involvement of all 26 community housing providers participating in *Housing Pathways* (the joint NSW public/community housing access system). Key strategies being rolled out in 2012–13 include:

- working with community housing providers and other stakeholders to identify best practice approaches in tenancy management and sustainable tenancies
- working with the NSW Federation of Housing Associations to develop communication material that engages Aboriginal communities and promotes community housing options for Aboriginal people in housing need
- working with stakeholders to develop tools and resources to inform and assess organisational cultural competency for the community housing sector.

National Partnership on Remote Indigenous Housing

FACS has continued to implement the National Partnership on Remote Indigenous Housing, a 10 year shared commitment by Commonwealth, state and Northern Territory governments to address significant overcrowding, homelessness, poor housing conditions, and severe housing shortages in remote Aboriginal communities.

Access to affordable housing

During 2012–13 FACS:

- provided 18,130 households with rental assistance in the private sector
- provided 11,502 households with an interest free loan to assist with their private rental bond payment under the Rentstart Bond Loan Scheme
- assisted 643 clients with complex needs with Private Rental Brokerage Services, including 154 who established private tenancies.

National Rental Affordability Scheme

Through the *National Rental Affordability Scheme* (NRAS), FACS is supporting private sector and not-for-profit organisations to deliver over 6500 new affordable rental homes by the end of 2015–16. These are homes with below market rents for households with low and moderate income.

Over 480 new affordable rental homes were delivered in 2012–13, bringing the total number of affordable homes funded by FACS under NRAS and available for rent by lower income households to 1746.

FACS has committed to fund up to 540 new affordable rental homes as part of the *Shovel Ready* funding round opened by the Australian Government in April 2013.

Private Rental Brokerage Service

The *Private Rental Brokerage Service* helps clients with complex issues, including physical or mental illness, drug and alcohol problems, physical or intellectual disability, domestic and family violence and problem gambling. Its aim is to help them find and maintain private rental accommodation. Clients must meet income eligibility criteria for housing assistance and have a formal support plan in place.

The program supports 25 private rental specialists around NSW who deliver the brokerage service plus a range of other private rental assistance products and services. Ten of the positions are funded under the NPAH 2009–2014.

Sustaining tenancies

Rent It Keep It is an innovative program developed by FACS to help people obtain and keep a tenancy in the private rental market. Participants complete a short course to assist them to enter and sustain a private tenancy. On completion, they receive a certificate of attainment which they can present to real estate agents as evidence of their knowledge of tenancy responsibilities.

Due to the success of the pilot in Blacktown, the project has been rolled out to other FACS offices including Mt Drutt and Penrith.

Other Australian states have expressed interest in adopting the program.

Part 2 Improving services and lives

- 2.1 Improving the lives of children and young people
- 2.2 Improving social housing assistance and homelessness services
- 2.3 Supporting people with disability to realise their potential
- 2.4 Reducing domestic and family violence
- 2.5 Engaging seniors to participate fully in community life
- 2.6 Increasing women's economic opportunities and participation

2.3 Supporting people with disability to realise their potential

The demand for disability services is estimated to be growing at almost 10 percent each year. One of the underlying reasons for this is population increases and longer life expectancy for people with disability. Carers, be they parents, other family members or friends of people with disability are ageing and less able to assist than they once were. Government and non government organisations (NGOs) are required to fill the gap. However, this can mean that people with disability lose the unique engagement they would receive through informal care arrangements.

NSW has signed up to the National Disability Insurance Scheme (NDIS) to ensure ongoing sustainable investment in disability services. FACS is also continuing with major reform of the disability service system commenced under *Stronger Together 2*.

What the changes collectively do is give people with disability the right to make decisions about their supports and participate more actively in community life, while ensuring they are prepared for the transition to the NDIS.

Funding highlights

- \$665.3 million for community support for people with disability, their family and carers.
- \$371.6 million for short term intervention for people with disability, their family and carers.
- \$1496.9 million for supported accommodation for people with disability.

Reform goals

- Work with the Australian Government to ensure the roll out of the NDIS effectively meets the needs of people with disability in NSW.
- Reform the disability support system under *Stronger Together 2* to give people with disability greater flexibility and control, with more than \$2 billion in growth funding over five years until 2016.
- Expand person centred approaches and individualised funding to ensure people with disability are at the forefront of decision-making about the supports that they need.
- Prepare people with disability, their families and carers for the new person centred system through initiatives like *Ability Links* and *My Choice Matters*.
- Increase the participation of people with disability in employment and further education.

How we are improving lives

To achieve our reform goals, in 2012–13 we focused on:

- entering an historic agreement with the Australian Government to fully implement the NDIS in NSW by July 2018, commencing with the scheme launch in the Hunter area
- launching the *National Disability Strategy NSW Implementation Plan 2012–2014* and putting the plan into action in partnership with all NSW departments
- progressing the roll out of *Stronger Together 2* to deliver over 47,000 new support places in a variety of support programs
- expanding opportunities for people to control the way in which supports are delivered under individual funding arrangements by:
 - increasing the number of flexible accommodation support packages
 - helping more people to access self-directed supports in existing programs, such as *Community Participation*, *Life Choices* and *Active Ageing*
 - building the capacity of the disability service sector to deliver self directed support
 - preparing for the introduction of individualised funding through the *Living Life My Way* framework and initiatives to build the capability of people with disability and the sector
- promoting employment opportunities for people with disability, including in the NSW public sector, through transition support programs, such as *Transition to Work*
- continuing the redevelopment of 14 large residential centres operated by the non government sector.

Disability system reforms

National Disability Insurance Scheme

The NDIS is a generational reform which will deliver a new national system of disability support focused on the needs and choices of people with disability.

On the 6 December 2012 the NSW Government was the first state to enter an agreement with the Australian Government for the full implementation of the scheme across the whole of NSW by 2018. The agreement will ensure people with disability will have full choice, control and direction over the care and support they need to participate in the economic and social life of their community.

The first NSW launch site for the NDIS is in the Hunter local government areas of Newcastle, Lake Macquarie and Maitland. The launch will be phased over three years from 1 July 2013 and will provide support to approximately 10,000 people with disability (including approximately 6600 existing disability service clients) in these areas. In addition to the \$550 million already provided for disability services in the above areas of the Hunter, the NSW Government will contribute an additional \$35 million over four years in new support for the launch site.

By July 2018, all eligible residents across NSW will be covered by the NDIS. Once fully implemented, approximately 140,000 people with disability will directly benefit from the scheme compared to the 95,000 people currently receiving support under the NSW specialist disability services system and the community care program. The NSW Government will provide a capped contribution of \$3.133 billion in 2018–19 towards the cost of individual packages and other supports for people with disability. The Australian Government will provide funding of \$3.319 billion in 2018 to cover scheme administration and contribute to the cost of individual care and support packages, and other supports for people with disability.

Hunter launch

FACS is supporting the Australian Government with key operational elements with the launch in the Hunter, which will see approximately 3000 people receive supports from the NDIS in the first year. Joint priorities cover such areas as:

- stakeholder communications and engagement
- client flow/phasing arrangements
- client transition planning
- transition arrangements for large residential centres
- workforce planning
- sector and market development.

Throughout the launch, FACS will ensure that people have opportunities to build the skills and experience necessary to benefit fully from individualised funding arrangements through initiatives like *Ability Links* and *My Choice Matters*. Both programs are covered in more detail later in this chapter. We expect that the lessons learned in the Hunter will be invaluable for full scheme implementation from 2018.

Stronger Together 2

FACS continued major reform of the NSW disability support system under *Stronger Together 2* to deliver individualised funding and person centred approaches to give people with disability greater choice and control. With *Stronger Together 2* as a foundation, NSW is well placed to support people with disability, service providers and the community to transition seamlessly to the NDIS.

At 30 June 2013 *Stronger Together 2* had provided:

- more than 2800 flexible respite places to ensure people with disability and their carers are able to have greater choice in the type of respite they receive
- more than 1000 places for people with disability to take part in the *Community Participation* program to improve skills and be active in the community.

To increase the scope for individual choice, FACS is progressively introducing opportunities for people with disability to both access and use individualised funding. In 2012–13, 16 percent of people using disability services were able to access individualised funding while 15 percent used individualised funding. The following places were delivered by the end of June 2013:

- more than 250 *Supported Living Fund* packages allocated across NSW
- more than 120 *Individual Accommodation Support* packages allocated for people with higher support needs
- more than 700 places in *Life Choices* and *Active Ageing* programs
- more than 110 places in *Attendant Care*.

| Stronger Together 2 – Places | | |
|-------------------------------------|------------------------|------------------------|
| | At 30 June 2012 | At 30 June 2013 |
| Supported accommodation | 308 | 899 |
| Flexible respite options* | 1393 | 2827 |
| Day and post school programs | 932 | 2026 |
| Community and family support* | 2653 | 8001 |
| Decision support services* | 50 | 4420 |
| Total | 5336 | 18,173 |

*This includes one-off places.

Source: ADHC Program Management Office.

Building capacity

From the 4000 participants in the *Living Life My Way* consultations, we learned that there is great enthusiasm about self directed supports and individualised funding, but some people are uncertain about their ability to use these arrangements effectively. In response, FACS has introduced a number of capacity building initiatives detailed below.

The **My Choice Matters Consumer Development Fund** is a \$5 million investment, for a two year period ending 30 June 2014, increasing people's confidence, skills and knowledge to make choices, not only about their disability supports, but also in their lives and communities. It will fund a wide range of capability building projects for people with disability from different backgrounds, as well as their families and carers, to prepare for the expansion of self directed supports and individualised funding.

We have engaged the NSW Council for Intellectual Disability to administer the fund under the direction of a governance committee with FACS representation. Implementation of Phase 1 of *My Choice Matters* has already seen six regional *Getting Started* local workshops and seminars for people with disability, their families and carers in May and June 2013.

Ability Links NSW is a new way to support people with disability, their families and carers. Commencing 2013–14, \$28.7 million has been committed per year for this important program which will help people prepare for transition to the NDIS through hands-on assistance from 248 community based coordinators across NSW, 27 of whom will be Aboriginal. The coordinators or 'Linkers' will work with people with disability, their families and carers to enable them to:

- plan for their future
- build their strengths and skills
- develop networks in their own communities.

The coordinators will also work with local communities to help them become more welcoming and inclusive of people with disability.

We have appointed the St Vincent de Paul Society NSW to provide *Ability Links NSW* in the Hunter Region where 35 *Ability Links* coordinators began work on 1 July 2013, supporting the launch of the NDIS.

A targeted procurement process has also commenced in the Hunter Region for four Aboriginal identified positions.

The **Supported Decision Making Pilot**, a joint project of FACS, the NSW Trustee and Guardian, and the Public Guardian, aims to find out how supported decision-making works in practice and what resources are useful in supporting people to make decisions. The pilot has up to 30 places, with participants and their supporters working on a variety of lifestyle and financial decisions ranging from day to day decisions about choosing new clothes to bigger decisions about budgeting and holidays.

An evaluation report will be finalised by mid 2014. It is expected that the outcomes of the pilot will create an evidence base of what works; identify key legal, ethical and policy considerations for supporting decision-making by people with disability; and evaluate educational resources for use by the disability sector.

The **Ambassadors and Champions** initiative will see the appointment of 50 people with disability plus families and carers from across NSW to help raise community awareness about self directed support. Twelve ambassadors and 14 champions were appointed from across the state in 2012–13. The former are participating in events across NSW designed to attract statewide media interest and the latter mostly in local awareness raising events.

Wendy – Ambassador and Champion

Wendy was diagnosed with rheumatoid arthritis at two years of age. She has been using a wheelchair since she was 18 but this has not stopped her from leading a full and productive life.

In May 2003 Wendy was appointed to the board of ParaQuad NSW and in 2004 was elected the first female chairperson. She has also been the president of People with Disabilities Australia and a dedicated member of several high profile government committees.

For 24 years Wendy worked in a range of positions but in her final year at work, she suffered a major spinal accident and spent several months in hospital undergoing spinal surgery.

After 25 years of having personal care support provided, Wendy took control and now wonders why she did not do this much earlier!

Allowance Inc manages the money for her, leaving Wendy to manage the rest –advertising, interviewing, hiring, training. Wendy says:



"For the first time in many years I have control of this side of my life and I alone make the decisions about the support personnel I require to come into my home to assist me."

The **Aboriginal Engagement Strategy** will focus on Aboriginal people with disability, their families/carers and communities being informed about the NDIS and reforms to the NSW disability services system as it transitions to the scheme. It will enable them to provide feedback about any specific issues as the reforms are implemented.

Ten 'yarn ups' were held during June in Lismore, Tamworth, Gosford, Mt Druitt, Campbelltown, Albury, Dubbo, Condobolin, Bathurst and Shellharbour, getting feedback from Aboriginal people with disability, their carers and families about what they need to be ready for the changes.

Partnerships on transition

FACS is committed to working in partnership with NGOs in preparing for transition to the NDIS and implementing the *Stronger Together 2* reforms.

Nearly 20 initiatives have been funded to date, including:

- leadership development courses for emerging leaders with a specific focus on person centred service delivery
- the *Panel of Experts* program providing tailored consultancy support services
- a risk-based *NSW Quality Framework* that assists NGOs in demonstrating delivery of services that meet individual and community expectations
- establishment of 16 *Aboriginal Resources and Pathways Networks* across NSW
- support for NGOs to plan and prepare for reform, including a sector readiness survey and a sector reform toolkit.

FACS is also prioritising partnerships and planning with the non government sector, mainstream agencies and the community to improve outcomes for clients. To do this effectively, we are implementing the Sector Planning Framework. It will assist in delivering the *Stronger Together 2* and NDIS reforms at local and regional levels by promoting adoption of a person centred approach and assisting increased access to mainstream services for people with disability.

Consultation, planning and partnership work has commenced under the framework in over 22 local communities across NSW.

Reform of NSW disability legislation

The NSW Government is reviewing the *Disability Services Act 1993* (NSW). The review will help ensure the legislation aligns with the NDIS and enable a smooth transition to the new national arrangements. The review also seeks to reform disability law so that it better recognises the human rights of people with disability, supports the move to a person centred system and promotes inclusive communities for people with disability.

Twenty-five consultations were held across NSW in February and March 2013 which explored people's opinions on the Act and the development of new disability laws. Around 600 participated in 16 consultation sessions held across metropolitan Sydney and regional NSW, for people with disability, families, carers and specialist disability service providers. Targeted sessions were also held for people with an intellectual disability and key stakeholder groups such as Aboriginal communities and disability service providers working with culturally and linguistically diverse communities.

An Exposure Draft of the new disability laws will be developed based in part on the feedback from the consultations and written submissions, and from the *Living Life My Way* consultation process. This will be released for public consultation in 2013 when there will be another opportunity for people to have their say before the new laws are finalised.

National Disability Strategy

The main objective of the *National Disability Strategy* is to bring the needs of people with disability and their families into the 'mainstream community'. There is a strong need by governments and the broader community to change attitudes about disability to promote dignity and to support the participation of people with disability.

The *National Disability Strategy NSW Implementation Plan 2012–2014* was launched in December 2012. The plan captures the NSW priorities and actions across government to promote inclusion for people with disability.

There are a total of 136 key actions for NSW government agencies aligned to the six *National Disability Strategy* priority areas of:

- inclusive and accessible communities
- rights protection, justice and legislation
- economic security
- personal and community support
- learning and skills
- health and wellbeing.

FACS is leading the implementation of the plan in partnership with all NSW government agencies.

Community Support

Social inclusion and participation

In 2012–13 over 14,600 people received support to participate in a range of community engagement activities and individually funded day programs, which are run either by FACS or organisations which we fund.

This year a total of \$100.7 million was invested in community engagement, including funding for over 700 new *Life Choices* and *Active Ageing* places delivered under *Stronger Together 2*.

The *Community Participation*, *Life Choices* and *Active Ageing* programs are designed for different stages in the life of a person with disability. The programs support people to engage with peers, access their local community, learn new skills, and take part in activities that support individual life goals or aspirations. All programs ensure that:

- people with disability receive support to participate in activities related to their individual goals
- funding is individualised and portable so participants can move between providers
- the focus is on outcomes, choice, flexibility, independence, community participation and access to employment opportunities
- there are appropriate options for Aboriginal people and those from culturally and linguistically diverse communities.

Participation in employment and further education

Transition to Work is a two year program that aims to help young people with disability gain employment after leaving school. Outcome data is collected two and a half years after program commencement. This ensures that information is collected for participants who, because of extenuating circumstances, were approved to extend their program by six months. In the 2009 cohort, there were 606 young people who entered *Transition to Work*. Fifty-eight percent of those who entered the program in 2010 moved to employment, and a further six percent entered education (total 64 percent). This result exceeds the *NSW 2021* target of 62 percent of 2009 school leavers to achieve employment or further education.

Ready, Willing and Able Strategy FACS leads this whole of NSW Government strategy which aims to provide sustainable employment outcomes for people with disability over a two year period. The main actions include targeted public sector employment and supporting businesses which employ people with disability via direct procurement. The procurement and business development component of *Ready, Willing and Able* has generated work to the value of \$1.9 million from disability employment organisations. These new contracts have resulted in sustainable employment for 98 people with disability.

Payroll Tax Rebate Scheme This scheme introduced in 2012 promotes employment of people with disability by giving eligible employers of *Transition to Work* program graduates a tax rebate of \$4000. In 2012–13 FACS worked with large employers and industry partners on improving the uptake of the scheme.

National reform of community care

Under the National Health Reform Agreement, responsibility and funding for *Home and Community Care* (HACC) services has been split between the NSW and Australian Governments based on the age of people using the services. This came into full effect on 1 July 2012. NSW now has responsibility for services for younger people, defined as under 65 years of age or under 50 years for Aboriginal people. The Australian Government has responsibility for services for older people in NSW.

The NSW *Community Care Supports* program provides a range of services to support younger people who have permanent functional disability who live in the community and require support to remain living at home. Their carers are also eligible for services under the program. Funding in 2012–13 was \$231.65 million.

FACS funds over 400 providers, including government agencies as well as local government, NGOs and the Home Care Service of NSW (HCS), to deliver services including domestic assistance, personal care, respite, social support, meals, home maintenance and modifications, transport, centre based day care, and nursing.

Home Care Service of NSW

HCS is a statutory body established under the *Home Care Service Act 1988* to provide support in the home to people who, due to incapacity such as frailty or disability, are unable to remain in their own homes without assistance.

HCS now has funding agreements under the Australian Government *Home and Community Care* program and the *NSW Community Care Supports* program, which mean that it offers services to younger and older people with a functional disability and frail, older people.

During 2012–13, \$224.3 million was invested to deliver 3.7 million hours of service. A staff of 4300 saw approximately 51,400 clients over all local government areas. In any month, about 40,000 people have an HCS worker go into their homes to assist them. Of these:

- around 85 percent received less than 10 hours assistance per month
- 13 percent had higher levels of need requiring up to 60 hours of service per month
- approximately two percent with very high support needs received over 60 hours of service per month through the *High Needs Pool*.

The Aboriginal Home Care Service had a budget of \$23.3 million in 2012–13 to deliver an estimated 349,000 hours of service to an estimated 3400 clients.

Support for people with high needs

The *Attendant Care* and *High Needs Pool* programs are critical to supporting people who require intensive support to stay at home and not inappropriately move to residential aged care. Both provide an average of 34 hours per week of personal care and related support to people with physical disability to assist them to live as independently as possible in the community. Recipients generally have spinal cord damage, degenerative neurological conditions such as Motor Neurone Disease, or a brain injury.

In 2012–13, funding of \$96 million assisted approximately 1325 people through the:

- *Attendant Care* program (925 places, including an additional 57 this year)
- *High Needs Pool* (400 places).

Attendant Care provides people with the choice of direct funding where they can manage their funds and organise their support, employing support workers directly or using agency staff. We are developing training and support resources for clients who are considering this option. At June 2013, 28 clients were organising their own care with direct funding and 126 were using the 'Intermediary Model' which allows flexibility and individual decision-making without taking full responsibility.

Respite

The continuing focus under *Stronger Together 2* is to make respite options as flexible and portable as possible to maximise choice and control. This will be achieved with the expansion of flexible respite options that support people with disability to participate with their peers in a range of mainstream activities of their choice, while giving their carers a break.

A total of more than 2800 additional flexible respite places have been rolled-out, exceeding the commitment under *Stronger Together 2* of 1700 places by 2012–13. This includes funding for one-off priority projects.

Supported accommodation

FACS is increasing the choice and flexibility of accommodation support options. This means that people with disability will have more opportunities to live the way they want to and in the most independent way possible.

Accommodation support options range from low support provided every few days, for example, in-home and drop-in support services, through to support 24-hours a day. People with disability can choose the option right for them. They are then able to lead more independent lives – to go to school, gain employment, participate fully in their communities, and live with friends, families or in their own homes.

Not all people with disability are able to live independently or in their own homes with support. FACS offers them a number of different types of accommodation where different levels of support are available.

At 30 June 2013, 9200 accommodation places were funded or provided at a cost of \$803.3 million including:

- 76 additional *Younger People In Residential Aged Care* and boarding house relocation places
- 899 *Stronger Together 2 (NGO Community Living)* places, including:
 - 259 additional *Supported Living Fund*
 - 120 *Individual Accommodation Support* package places approved in October 2012
 - 153 *Stronger Together 2 Leaving Care* places
 - 70 *Stronger Together 2 Community Justice* places.

Supported Living Fund

Supported Living Fund (SLF) packages assist people to live in their own home with a mix of paid supports and assistance from families and carers. People with disability are supported to create living arrangements that suit their life and preferences through flexible, portable and individualised funding which is administered by a service provider of their choice.

Stage 2 of the second round of funding in 2012–13 specifically targeted people from Aboriginal and culturally and linguistically diverse (CALD) backgrounds. Successful applicants, their families and carers attended capacity building sessions tailored to their cultural and language requirements.

Of the 25 places available for this stage, 29 people were supported. Fifty additional places were made available in October 2012, with 53 people allocated packages across NSW. So far, the actual allocation of packages has exceeded the original numbers planned, as a result of significant numbers of people requesting less than the average \$50,000 annual costing per package. A further round of funding will be available for the remaining 100 *Supported Living Fund* places in 2013–14.

Large residential centres

The NSW Government is committed to improving the wellbeing of people living in large residential centres, where a large group of people with disability live on one site. The 20 large residential centres — six operated by FACS and 14 operated by non government agencies— will be replaced with contemporary accommodation in the community. The accommodation is being designed to provide a home-like environment, with more privacy, flexibility in daily living and opportunities for increased participation in the local community.

In 2012–13 FACS operated centres at Westmead, Rydalmere and Riverside were under redevelopment. Riverside will be redeveloped in 2014 and the other two by 2015. A total of around \$34 million was invested in the projects this year.

FACS is also partnering with the non government sector on the redevelopment of their 14 centres, which will occur over 2012–18.

Boarding house reform

Housing conditions and quality of life for people with disability living in boarding houses will improve following legislative reforms spearheaded by FACS this year.

The central purpose of the new *Boarding Houses Act 2012* is to protect the rights of residents living in all boarding houses and promote long term industry sustainability. Reform includes:

- central registration of all 'registrable boarding houses' with NSW Fair Trading
- common accommodation standards
- mandatory inspections by local councils
- the introduction of occupancy rights.

Boarding houses will now be divided into two categories: general boarding houses, which accommodate five or more people for fee or reward; and assisted boarding houses, which accommodate two or more people with additional needs (currently known as licensed residential centres).

To inform the development of new boarding house regulations required by the Act, FACS released a draft regulation for comment in March 2013 along with a regulatory impact statement which looks at the costs and benefits of the draft regulations. The aim is to give residents of assisted boarding houses enhanced protection. Taking the views expressed in public submissions into account, we are now preparing the final regulation.

NSW Carer of the Year



Maria Heaton from Pagewood is the 2012 NSW Carer of the Year. Maria cares for her 16 year old son, Tristan, who was born with a rare brain disorder which results in physical and intellectual disabilities. Ms Heaton said:

“For me caring for Tristan is both challenging and rewarding... as a parent I will always do my best for my child but I can’t do it on my own which is why the community is so important to me and so many other carers.”

Part 2 Improving services and lives

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- 2.6 Increasing women's economic opportunities and participation

2.4 Reducing domestic and family violence

Domestic violence has far reaching effects for those immediately involved and can impact the health and wellbeing of the next generation. There are also flow-on costs to the broader NSW community estimated at \$4.5 billion each year.

Reducing domestic and family violence is a priority for the NSW Government. FACS is developing comprehensive reforms, emphasising collaboration and service integration across government agencies to ensure an effective response to the complex causes and effects of domestic and family violence.

Implementation of the reforms now under consultation will ensure that, wherever they live in NSW, the victims of domestic and family violence have the same level of support to leave violent situations, live safely in their current or new housing, receive counselling and move on with their lives.

Funding highlights

- \$4.18 million for Staying Home Leaving Violence.
- \$2.26 million for Domestic and Family Violence Funding Program.
- \$4.60 million for Start Safely Program.
- \$2.66 million for Integrated Domestic and Family Violence Services Program.

Reform goals

- Reduce domestic and family violence and improve responses for those who have experienced violence.
- Deliver integrated services with a focus on early intervention, sector-wide collaboration and tailored support to meet individual needs.
- Establish partnerships with other government agencies to build an integrated system that will better assist people affected by domestic and family violence.

How we are improving lives

To achieve our reform goals, in 2012–13 we focused on:

- developing *It Stops Here: Standing together to end domestic and family violence* to ensure consistent support based on individual needs
- reshaping the *Family and Domestic Violence Grants* program by investing \$9.8 million over three years with a focus on effective prevention and early intervention responses
- expanding the *Staying Home Leaving Violence* program which helps women who have experienced violence to stay in their own homes
- continuing support through the *Start Safely* initiative to assist people escaping domestic or family violence to rent in the private market
- better responses to victims needs by creating referral points in multiple locations across the state and developing a common risk indication and assessment tool
- continuing to provide better accommodation and counselling services to Aboriginal women in isolated communities who are experiencing family and domestic violence.

Domestic and family violence reforms

It Stops Here: Standing together to end domestic and family violence reforms were launched in June 2013. The reforms propose significant whole of government and sector-wide changes to ensure an integrated and coordinated system with the capacity to maximise the safety of victims and the accountability of perpetrators. Prevention and early intervention are the key reform planks, together with a range of support services, education campaigns and other initiatives that engage people experiencing violence as well as perpetrators.

The reforms introduce a consistent level of support based on individual needs through:

- a policy framework that promotes a common understanding and response to domestic and family violence among NSW Government agencies, including shared outcomes
- overarching principles and a single policy definition of domestic and family violence agreed to by NSW Government agencies – important because depending on their service orientation, different agencies have historically adopted different definitions
- on-the-ground initiatives such as minimum practice standards, a risk identification tool, central referral points to guide people between services, and safety action meetings where information about individuals and families at high risk is shared to enable service providers to respond in a cohesive manner
- research to inform the development of activities to support men, women, children and young people to understand and develop healthy, respectful relationships.

People facing domestic and family violence will be able to move between support agencies without having to repeat their story and to receive support that is respectful of their cultural beliefs or relationship choices.

The reforms were co-designed with the domestic and family violence sector. Consultation sessions were conducted across the state, involving partner agencies and service providers. Three sessions were held with Aboriginal service providers and other agencies to discuss issues specific to Aboriginal communities.

Risk assessment and management

A tool has been co-designed by the government and non government sector for use in determining the level of risk a victim is facing at a specific point in time. The NSW Police has agreed to introduce the tool, which will be of particular benefit given that they are often the first responders in domestic and family violence cases. Other services have agreed to ensure that their own tools incorporate the same factors.

In improving risk assessment and management we are designing central points where the police and other organisations can refer clients. When they are safe to speak, the intention is that victims will be interviewed at referral points and then advised on the most appropriate services.

In helping to manage risk, we plan to create local safety action meetings, commencing in 2014. Held monthly and attended by representatives from local government agencies and domestic and family violence services, the meetings will promote information sharing and allow development of an agreed action list.

Improved targeting of grants

In October we announced a three year grants program allocating \$9.8 million for domestic and family violence projects. The *Family and Domestic Violence Grants* program will support four key areas:

- effective prevention and early intervention – for example, by addressing the link between alcohol and domestic and family violence
- men's behaviour change
- improved training for workers in the service sector
- creation of a strong evidence base to secure better outcomes for women.

Grants will also be provided to local domestic and family violence committees which are coordinating local efforts to reduce domestic and family violence.

In 2012–13, \$2.26 million was expended in grants supporting a number of research studies under the Violence Prevention Program Review and Evaluation, a men's telephone counselling and referral service, a pilot project regarding apprehended domestic violence orders, and a network for men's behaviour change.

Working together

Improving the lives of those affected by family and domestic violence, including children, requires integrated services.

Domestic Violence Justice Strategy FACS has contributed to strategy development and has an ongoing role in implementation and monitoring. The strategy commits all justice agencies and victims support services to work together to provide an effective and integrated criminal justice system response to domestic violence. It sets out well-defined standards of service that agencies will work towards achieving over the term of the strategy, 2013 to 2017.

The **Integrated Domestic and Family Violence Services** program is a multi-agency, coordinated response to domestic and family violence which also lowers community tolerance. It takes a flexible, needs-based approach.

A total of 7881 adult and 6042 child victims received support through the program this year at a cost of \$4.58 million. The program reached out to victims at six locations: Mt Druitt, Green Valley/Liverpool, Central Coast, Mid-North Coast, Nowra and Canterbury/Bankstown. An internal review of this program commenced in 2013 and will inform future directions for the program from July 2014.

Caseworker placement trial Together with NSW Health, FACS is trialling the placement of a caseworker in family referral services, a voluntary early intervention service which assists vulnerable children, young people and their families to access appropriate support services in their local area. The services are funded by NSW Health and run by non government organisations (NGOs).

The aim is to bring referral and advisory processes closer to the communities in which mandatory reporters work so that vulnerable families get the right assistance earlier. The pilot further aims to build the capacity of family referral services to strengthen families, help them stay together and reduce the risk of significant harm to children and young people.

The FACS caseworker will assist family referral services undertake more informed assessments of risk and need, for vulnerable children, young people and families. The pilot will be evaluated in 2014.

Housing

NSW Homelessness Action Plan Projects under the plan offer assistance to women and children who had previously been in housing that was unsafe and insecure to access long term social housing accommodation in Western Sydney, Illawarra and the Hunter. In delivering the projects, the service provider in each region is responsible for linking the client with existing domestic violence services to ensure an integrated and collaborative response for each individual.

An independent evaluation of the projects in the three regions in 2012–13 found the majority of clients successfully established and maintained safe ongoing tenancies.

Start Safely FACS is helping people experiencing domestic and family violence and working to reduce violence through the *Start Safely* initiative. *Start Safely* offers a time limited private rental subsidy to assist people escaping domestic or family violence to rent in the private market. It also provides housing assistance to people leaving violence who would otherwise face homelessness.

The initiative was extended to male victims of domestic and family violence on a trial basis from 24 June 2013. *Start Safely* is funded under the National Partnership Against Homelessness (NPAH) to June 2014.

Staying Home Leaving Violence Sometimes women and children must leave home to escape domestic and family violence but others, with help, can stay in their homes. Among the benefits of staying at home are that children can maintain social contacts and continue to attend the same school. Women benefit similarly, being able to enjoy living in a familiar community and maintain their employment.

The FACS *Staying Home Leaving Violence* program is achieving positive results for both adult and child victims. It is designed to reduce the risk of violence by supporting women and children to stay safely in their own home while the perpetrator is removed.

In 2012–13, 1634 adult and 2549 child victims received support through the program budget of \$4.083 million. Fifty-four percent of people supported were able to remain in their own home, 40 percent moved to other long term accommodation and 6 percent moved to crisis or temporary accommodation.

Even effective programs can be improved and in 2012 we began the trial of an innovative SOS duress response system which quickly connects victims with the NSW Police at the time of an incident. Several arrests have resulted from this program. Funding has been secured to extend and expand the SOS response system in 2013–14. An evaluation of the SOS response system will be integrated with the evaluation of the *Staying Home Leaving Violence* program, due to commence in October 2013.

The *Staying Home Leaving Violence* is, after expansion, available at 23 locations: Bega, Eastern Sydney, Blacktown, Mt Druitt, Redfern, Penrith, Parramatta, Holroyd, Liverpool, Fairfield, Campbelltown, Wollongong, Nowra, Dubbo, Tamworth, Moree, Kempsey, Gosford, Wyong, Maitland, Cessnock, Lake Macquarie and Newcastle.

Sal's experience

Sal and her two young children lived in fear of a violent partner with drug and alcohol problems. With help, she was, however, able to stay home, take action against her partner and resume a normal life.

After police had attended repeated call-outs to Sal's home they made a referral to *Staying Home Leaving Violence*. Program workers then supported Sal to pursue an aggravated violence order and court action against her partner, who was jailed.

However, with the release of her ex-partner on bail, they again became afraid of violence both at home and in public places. The answer was a security update at home through the *Staying Home Leaving Violence* program and a new SOS device. The device has a duress button with GPS tracking which alerts the NSW Police in an emergency. When threatened by her ex-partner Sal used the SOS device. The police responded and intervened within a few minutes.

Sal now needs less support from the *Staying Home Leaving Violence* program than she originally did and her family have a plan to keep them safe. Activities such as birthday parties are again on the calendar and Sal has been able to keep her job.

A new safe house for Aboriginal victims

In 2012–13 FACS and NSW Land and Housing Corporation opened a new safe house in Bourke which replaces one over 100 years old.

Featuring two-bedroom units and two-bedroom transitional units, as well as a counselling area and offices, the house gives women and children safe accommodation and onsite case worker support. The complex also has an exit house to ease transition to mainstream accommodation.

Built under the *Orana Far West Safe Houses* project, the safe house in Bourke is the fourth designed to support Aboriginal women and children in areas with high rates of family violence. The next safe house planned will be built in Brewarrina in 2014.

Hi-tech help

Aurora is a free smart phone application for people in NSW experiencing, or at risk of experiencing, domestic and family violence. It is a world first. Launched in May 2013 Aurora combines response tools to people in immediate danger. This information helps people, including concerned family and friends, to recognise the signs of violence in a relationship.

Aurora provides access to online and offline services and the ability to create a trusted network of friends, combined with a GPS facility to advise message recipients of the sender's location. The message function includes pre-programmed messages which can be quickly sent to selected individuals for intervention support, as well as direct links to the Domestic Violence Line and 000. Further information about the app is available at www.women.nsw.gov.au/violence_prevention/domestic_and_family_violence_app

Research

This year the Bureau of Crime Statistics and Research (BOCSAR) completed two research projects commissioned by FACS. The first examined under-reporting of domestic violence and involved a telephone interview of 300 women who had been victims of domestic violence. Aboriginal women and women living in rural NSW were well represented in the interview group. The full research report is being reviewed and will be published later this year.

The second research project investigated whether the sort of intimidation related to domestic violence has changed over time. This research was completed in January 2013 and published on the FACS website.

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2.5 Engaging seniors to participate fully in community life

Population ageing brings challenges and opportunities. The number of people living in NSW aged 65 and over will increase from just over one million in 2012 to 2.3 million in 2050.

It is expected that health will be the largest contributor to ageing-related expense growth over the next 40 years. There will also be a significant economic impact from people aged 45 to 64 not participating in the labour force – estimated at \$18 billion annually.

FACS is leading the NSW Government's response to maximise the opportunities for an ageing population, support seniors to live fulfilling lives and encourage people to make plans that will help them age well.

Funding highlights

- \$5.1 million for the *Ageing Grants* program.
- \$600,000 for the *Age Friendly Communities Local Government Grants* scheme.

Reform goals

- Implement a comprehensive, whole of government strategy that responds effectively to the ageing population.
- Assist seniors to lead full and active lives as valued members of the community.
- Encourage people in their middle years to make decisions that support independence and wellbeing later in life.
- Work in partnership with the private sector to maximise opportunities, particularly for the economy, and respond to the challenges of population ageing.

How we are improving lives

To achieve our reform goals, in 2012–13 we focused on:

- launching the *NSW Ageing Strategy* and implementing key components such as the:
 - *Tech Savvy Seniors* program with partner Telstra, which trains older people to use computers, tablets and smart phones
 - NSW Elder Abuse Helpline and Resource Unit, which provides practical advice and referrals to older people experiencing abuse as well as their families, friends and carers
 - Age Friendly Community Local Government grants to improve access for older people and plan for population ageing
- expanding the *Seniors Card* to include information about government and local community activities
- completing research into attitudes and decisions about planning ahead that will assist the development of educational resources
- holding the *Business Boomers and Beyond* forum to explore options for public/private partnerships to make the most of the commercial opportunities presented by population ageing
- staging the two day *A Future without Age* event to examine barriers to and solutions for participation of older people in the workforce
- hosting the annual Grandparents Day and Seniors week celebrations, including the Premier's Gala Concerts.

NSW Ageing Strategy launched

The *NSW Ageing Strategy* is a whole of government and whole of community strategy with the vision that people in NSW experience the benefits of living longer.

The strategy recognises that a longer life expectancy presents opportunities for NSW. It highlights new areas of work, often involving more than one NSW Government department. Since it was launched in July 2012, significant progress has been made in delivering the initiatives due for completion in the first year.

In connection with the strategy, FACS has begun work on a Population Ageing Report Card with a set of indicators to monitor the impact of population ageing on NSW, and the impact of NSW Government policy interventions.

An interdepartmental committee monitors strategy implementation. It comprises deputy directors-general from across government agencies, the chair of the Ministerial Advisory Committee on Ageing (MACA) and representatives from the non government and private sectors and local government.

A *Positive Ageing* website (www.ageing.nsw.gov.au) has been established to provide information about the implementation of the *NSW Ageing Strategy* and issues facing older people and people in their middle years.

Planning ahead

One focus of the *NSW Ageing Strategy* is planning ahead — encouraging people to make decisions in the middle of their lives which will directly affect their later years. Two projects will inform community education to encourage decisions on long term health and wellbeing.

The completed *My Life, My Decisions* project research found that people may be more motivated to complete wills, powers of attorney, enduring guardianship and advanced care directives if these legal documents were promoted as a way of maintaining personal control at the end of life and helping family members to act according to their wishes. Community education built around these findings will commence in 2013–14.

The *Securing Your Future* project is currently researching the impact of personal decisions by people in midlife on their long term wellbeing in areas such as health, finances, employment options and housing choices. The research will identify one or more areas where behavioural change strategies can assist people to take action to improve later quality of life. We then expect to develop appropriate measures with private sector and non government partners.

Connecting seniors with technology

Technology offers great opportunities for older people to connect with family and friends, engage in paid and voluntary work, and gain access to information about activities and services. People who in later life are unskilled in using technology will have greater difficulty participating in the community.

Tech Savvy Seniors is a training program for people over the age of 60 who have not had the chance to learn to use computers, tablets and smart phones. The program was developed in partnership with community colleges, the State Library, the Australian Seniors Computer Clubs Association and Telstra.

The partnership with Telstra extended the program to include additional training sessions, provide resources to interested seniors and to run a number of seminars across NSW.

Tech Savvy Seniors training is being delivered in 34 community colleges across the state at no or low cost to seniors. Telstra has funded selected libraries to provide training, primarily in rural and remote locations. Educational DVDs for the program have been provided to all libraries and are being distributed statewide by other organisations.

In June 2013 FACS funded the University of Sydney to conduct research on whether the use of information and communication technologies can combat social isolation for older people. Participants were trained to use Skype™, Twitter and Facebook®.

The study found that older people were less lonely when communicating with other people through social media, which participants found easy to use, not too costly and which they continued to use after the research ended. They also felt that using technology increased their engagement with their local community.

The study findings, which were released at the Seniors Week symposium, *From Wireless to Wi-Fi*, will inform future programs to keep older people connected with their communities.

Connected couple

Tech Savvy Seniors, Pam Richards, 71, and husband Bob, 73, can't imagine life without their new found technological skills.

Both participated in the pilot of the *Tech Savvy Seniors* program in 2012 which aimed to promote social connection, enable easier access to information and improve wellbeing. Pam said:

“Technology is now part of our everyday lives. We complete our banking online and I do the digital version of the daily crossword, which has ended fights over the newspaper. Finding new recipes online is a bonus.”

Bob said an interest in social media prompted him to do the training.

“I'm very involved with my local Rotary Club and, as the world moves more online, Rotarians have a new way to stay connected and find new and younger members,” said Bob. “Social media sites like Facebook and Twitter keep us up to date and in touch with the Rotary network around Australia and the world,” he added.



Pam and Bob Richards puzzling together – Pam on a device and Bob on his broadsheet.

Tackling abuse

The NSW Elder Abuse Helpline and Resource Unit (freecall 1800 628 221) operated by Catholic Healthcare Ltd commenced operation in February 2013. The helpline provides practical information and referral to assist people to prevent and end abuse, assists older people and their friends and family as well as frontline service providers. Its establishment was one of the clear priorities to emerge from the *Ageing Strategy* consultations.

At 30 June 2013, 285 calls were received with 208 being abuse related calls and 77 industry requests. One quarter of calls relating to abuse were related to financial abuse followed by psychological, neglect and physical abuse issues.

Examples of assistance to calls included:

- information about appointing or changing a power of attorney
- referrals to Centrelink to prevent financial abuse
- advice when to call the NSW Police
- links to community services to help with carer stress and issues like dementia.

To further support older people dealing with abuse, we will develop and distribute resources to the public and frontline services, develop community awareness strategies and enhance the technological infrastructure of the helpline.

Local council grants

Twenty-six grants were awarded to 29 councils across NSW, including 21 regional and rural councils (two joint projects) and eight metropolitan councils (one joint project), to improve the participation of older people in local communities under the *Age Friendly Communities Local Government Grants* scheme. Projects will run for up to two years.

The scheme provided \$600,000 in grants for a range of projects, including development of local ageing strategies; access improvements; pedestrian access; mobility plans; and age friendly exercise equipment.

Funding was also provided to update Local Government NSW's Regional Ageing Population Profile. This tool provides valuable information on local demography to councils across NSW.

Full and active lives

One of the aims of the *NSW Ageing Strategy* is to encourage seniors to lead active and rewarding lives. Active living means people are more likely to maintain good health and wellbeing as they grow older.

Mature age employment

Older people have skills and experience valuable to the NSW economy. Two projects in 2012–13 give us evidence and ideas on how to better engage them in the paid workforce.

Global Access Partners (GAP) and the Australian Centre for Health Research partnered with the MACA to stage a two day event in May 2013 called *A Future without Age*. A workshop was held for mature aged workers to focus on refining the skills needed to succeed in a job search such as networking – online and face-to-face, interview skills, and how to work with recruiters. A conference then brought together government executives and policy makers, industry and business leaders, academics and social commentators for a constructive, cross-sectoral and cross-life stage debate with a view to generating enlightened and innovative solutions.

Monash University was funded to undertake a project to measure the work-ability of employees in six workplaces across NSW. This involved the assessment of the workers' health, skills, education, attitudes, motivation, job satisfaction and the demands of the jobs and working environments before and after workplace intervention. The final report is expected in late 2013.

The promotion of work-ability has been found to reduce the incidence of work disability, early retirement and absenteeism and increase productivity among the workforce. It is anticipated that the work-ability approach will help to support the development of new government and employer policy relating to the ageing workforce.

Older volunteers

Many seniors volunteer as a way to remain active and support services to vulnerable people. Volunteering has been strongly recognised as a very positive way for people to participate in their community with mutual benefits for the volunteer and the person/s and organisations they support.

The aim of the *Culturally and Linguistically Diverse Older Volunteers Research* project was to examine the motivations and barriers to volunteering in the Chinese and Italian communities. The findings were used to develop and evaluate a social marketing recruitment campaign to increase volunteering in these communities as well as improve opportunities for seniors and remove barriers to workforce participation.

The project was completed in September 2012 with findings also considered in the development of relevant *NSW Ageing Strategy* projects.

NSW Seniors Card

More than one million seniors in NSW continue to benefit from the *NSW Seniors Card* program. *Seniors Card* assists older people to live an active and healthy lifestyle by providing access to discounts and concessions, including the pensioner excursion ticket for use on public transport.

In 2012–13 over 3200 businesses participated in the program across NSW. Business discounts included a number of competitions with prizes. Over the same period, over 61,600 new members joined *Seniors Card*.

For the first time, the *Seniors Directory 2013* included information from relevant government agencies on issues impacting on seniors, such as consumer protection, wills and powers of attorney and Centrelink's Financial Information Service. *Seniors Card* issued 12 e-newsletters to members offering additional discounts and useful information.

The annual *Seniors Card* survey received 13,238 online responses. Survey results include:

- four in five members over the age of 60 are retired, with more men in this age bracket retired than women; the Sydney region has the lowest percentage of retirees
- use of *Seniors Card* is highest in Sydney (65 percent), significantly higher than in western and northern NSW where it is just above 40 percent
- 44 percent of members own a smart phone and 33 percent a tablet; a further eight percent are planning to purchase one or the other in the next year.

The findings from the survey will be used to increase online migration and the number of participating businesses as well as assisting *NSW Ageing Strategy* initiatives through a better understanding of member demographics.

Working in partnership

Ministerial Advisory Committee on Ageing

The NSW MACA continued to play an important role in overseeing the direction of ageing policy in NSW and advising the NSW Government on ageing policy through the Minister for Ageing.

Mrs Kathryn Greiner was appointed as the new Chair of MACA. Four members completed their terms in 2012–13 and were replaced by four new members.

MACA held eight meetings in 2012–13. A number of Ministers attended the MACA to discuss issues in their portfolios relating to ageing. The MACA made formal submissions to a number of NSW Government processes and, as noted in this chapter, contributed to a number of public events to progress ageing policy.

Working with the non government sector

In 2012–13 funding of more than \$5.1 million was provided to the non government sector through the *Ageing Grants* program to engage with older people. These funds are used by NGOs to consult with older people and contribute to ageing policy in NSW. This is one of the primary mechanisms for FACS to engage with older people in NSW about their long term views and directions. New triennial agreements have been developed with funded NGOs to align their work with the *NSW Ageing Strategy*.

FACS also supports a number of other NGOs to assist older people to be active participants in the community. The University of the Third Age (U3A) was funded to improve learning opportunities for seniors in regional areas across NSW. U3A is a not-for-profit association which is part of a worldwide organisation offering older people low cost educational opportunities. It has approximately 20,000 members in NSW.

We also supported the annual conference of the Australian Seniors Computer Clubs Association. The association has a broad network of seniors interested in computing and has created an environment where they can learn new skills and gain access to the online world.

Supporting seniors

Keeping in touch

Older people, especially those living alone, can become socially isolated, which adversely affects their health and wellbeing.

As a wellbeing check, the Housing NSW division of FACS ensures contact with public housing tenants aged over 60 and Aboriginal tenants over 45 at least twice a year. Contact through the *Keeping in Touch* program may be by phone or in person by FACS staff or maintenance personnel.

If the tenant's wellbeing is deemed at risk or the tenant cannot be contacted, their next of kin is notified. Where necessary, Housing NSW will contact the police and request that they immediately enter the property.

More than 47,000 Housing NSW clients were eligible for the program at May 2013. Those eligible could also access *Telecross*, the free daily Red Cross contact service. *Tenant Connect*, the daily contact service funded by Housing NSW for older tenants living alone without regular external contact (over 70 and, for Aboriginal tenants, over 45) transitioned to *Telecross* in September 2012.

Younger onset dementia

In August 2012, Alzheimer's Australia NSW released the research report, *Service and Support Requirements for People with Younger Onset Dementia and their Families*, commissioned by FACS. The research examined:

- barriers to timely diagnosis of younger onset dementia
- the experience of people with younger onset dementia and their families in accessing services in NSW
- the service and social support requirements of people with younger onset dementia and their family members/carers
- appropriate service models for early intervention community support services, accommodation and respite, community living and minimisation of risk of premature entry to residential aged care.

The *Younger Onset Dementia* pilot program is under development and will run for three years from September 2013. The program aims to improve the quality of life for people with younger onset dementia, their carers and families. The service model is designed to facilitate person centred planning and will trial three individualised funding options – direct payment, financial intermediary and service intermediary.

Koori dementia project

“There is a strong Aboriginal belief that a ‘life out of balance’, having lost connection to the land and to traditional relationships, causes sickness and some have described dementia as a ‘sick spirit’.”¹

We understand from work undertaken in the Kimberley that dementia seems to be affecting Aboriginal Australians almost five times the rate that it affects non-Aboriginal Australians. The *Koori Growing Old Well Study* (funded by the National Health and Medical Research Council) examined the incidence of dementia in urban and rural settings within NSW.

The *Koori Dementia Care* project, funded by FACS, is now building on the work of this study and aims to translate the knowledge gained into meaningful care and practice for Aboriginal communities. The project aims to:

- build capacity about the effects of dementia on older Aboriginal people and their families and their community
- improve the timely diagnosis of dementia
- increase the take-up of support for carers through increased community and family education
- increase understanding and acceptance of the range of community support services available.

Conducted in partnership with Aboriginal communities from La Perouse, Campbelltown, Kempsey, Nambucca, Coffs Harbour and Mt Druitt, the project will be finalised in December 2013.

Seniors celebrate

NSW Seniors Week 2013 celebrated 55 years as a major event on the seniors’ calendar with over 250,000 people attending events from 17 to 24 March 2013. The 900 plus free or discounted events across NSW focused on the themes of technology, recreation, multicultural awareness, creative activities, health and wellbeing. Highlights included:

- NSW Seniors Week Premier’s Gala Concerts – the 30th anniversary presentation
- the Park to Park Walk and Festival
- *Tech Savvy Seniors* workshops and computer classes
- seniors and technology symposium, *From Wireless to Wi-Fi*, a MACA event
- a comedy debate ‘That technology is ruining our lives!’
- the *SeniorsSpeak* online event.

The 2013 NSW Seniors Week Achievement Awards saw 14 seniors and seniors organisations acknowledged for their contributions to our community.

Grandparents Day

On 28 October 2012 the Council on the Ageing (NSW) organised the second Grandparents Day. Now with its own website, www.grandparentsday.org.au, the day celebrates grandparents’ achievements and contributions with activities such as award presentations. Those honoured in 2012 were solo ‘mum’ to three grandchildren Dorothy Nash (Grandparent Carer of the Year), church and community worker Bridget Walker (Grandparent Volunteer of the Year) and scout leader Alan Bone (Grandparent Mentor of the Year).

¹ Arkles, R., L. Jackson Pulver, et al. (2010)

Part 2 Improving services and lives

- 2.1 Improving the lives of children and young people
- 2.2 Improving social housing assistance and homelessness services
- 2.3 Supporting people with disability to realise their potential
- 2.4 Reducing domestic and family violence
- 2.5 Engaging seniors to participate fully in community life
- 2.6 Increasing women's economic opportunities and participation

2.6 Increasing women's economic opportunities and participation

Despite the progress in recent decades, lack of gender equality in the workforce remains an issue for NSW women because it affects their economic and social independence. It also negatively impacts the economy by limiting the available pool of workers in certain trades and professions.

The statistics tell the story. While women hold 46 percent of all jobs in NSW, their share of specific occupational groups and industries varies considerably. Only eight percent of jobs in the mining industry and 10 percent of jobs in construction in NSW are performed by women.

FACS is committed to improving the lives of women throughout NSW and is working to increase the number of women working in non-traditional trades so that these women can access high-demand and well-paid jobs.

Funding highlight

- More than \$200,000 for *Investing in Women*.

Reform goals

- Ensuring we have the evidence to make decisions that will improve women's lives by collecting data and publishing an annual report on the status of women in NSW.
- Increasing the proportion of women in non-traditional trades, thereby increasing their earning power.
- Increasing economic opportunities for women so they gain greater financial independence and realise their potential.

How we are improving lives

To achieve our reform goals, in 2012–13 we focused on:

- publishing the second annual *Women in NSW* report, examining more than 70 key indicators to evaluate gender equality and gender difference
- developing and implementing the first stage of the *Women in Trades* initiative to increase the number of women in male-dominated trades
- developing partnerships that support the participation of women in non-traditional trades
- publishing the paper, *Women in trades: The missing 48 percent* which explores the pattern of women's employment in trade and technical jobs
- providing online *Women in Trades* information for women and girls interested in pursuing training and/or employment
- supporting the work by the NSW Council for Women's Economic Opportunity, including industry engagement.

Status of women report

Publication of the second *Women in NSW* report in 2013 fulfils a NSW Government election commitment to report annually on the status of women and to strengthen gender related data collection and analysis.

The report examines more than 70 indicators to evaluate gender equality, gender difference and progress compared with the previous year's data. It tracks progress in gender equity over time and ensures we have the evidence to develop policy and programs that will make a difference to women's lives.

Nearly 20 state and Australian Government and non government agencies collaborated with FACS to provide data for the report and assist with interpretation.

The general picture to emerge is that women in NSW make up 51 percent of the state's population. More than a quarter were born overseas and more than one in four speak a language other than English at home. Aboriginal women make up two and a half percent of the female population. Most women live in Greater Sydney. The median age for women is 38 years, nearly two years older than the median age for men.

In terms of the five topic areas on which data was collected the report found:

- **Health and wellbeing** — women have mixed outcomes across a range of health and wellbeing indicators. One serious preventative health issue is their lower rate of physical activity compared to men. However, women drink at much less risky levels than men and only 13 percent smoke.
- **Education and learning** — for the first time in NSW, more boys than girls completed Year 12. Girls and women are less likely to study such subjects as science, technology, engineering and maths that lead to the highest earning professions. The gender gap between girls and boys completing these subjects in their Higher School Certificate increased.
- **Work and financial security** — women make up 46 percent of the paid workforce although many are in part time or casual employment but would prefer to work more hours. Women are still acutely under-represented in automotive and construction trades, making up less than two percent of workers.
- **Leadership and representation** — leadership gender equality has increased in recent decades. Despite the advances, women's representation on boards and in the senior ranks of ASX 500 companies with headquarters in NSW was 12 and 10 percent respectively. They fare better on the boards of not-for-profit organisations where they hold over 50 percent of positions.
- **Safety and access to justice** — women are more than twice as likely as men to experience domestic violence and five times more likely to be sexually assaulted, with Aboriginal women over-represented despite a decline in the last decade. Women are less likely than men to be victims of non-domestic assault and homicide. Women make up 21 percent of NSW offenders and 7 percent of the prison population.

Women in non-traditional occupations

Women in trades

The number of women in trades other than hairdressing and hospitality is extremely low as statistics clearly demonstrate in *Women in trades: The missing 48 percent*, 2013. Fewer than two percent of construction, automotive and electrical tradespeople in Australia today are women. And women comprise just 1.3 percent of the electrical trades, the largest single trade occupation in Australia.

The NSW Government is committed to increasing the number of women in traditionally male-dominated jobs. *NSW 2021* includes a target to increase the percentage of women working in non-traditional occupations, with accompanying priority actions to increase the number of women completing apprenticeships in non-traditional trades through mentoring by introducing part-time apprenticeships and highlighting training pathways and career opportunities in trades for younger women.

FACS and the advisory NSW Council for Women's Economic Opportunity are developing and implementing strategies to achieve this.



FACS initiatives support the participation of women working in non-traditional occupations

Stage 1 projects

In 2012–13 FACS completed the first round of projects under the *Women in Trades* initiative, which provides a model for increasing the number of women in male-dominated trades. Women NSW supported eight, Stage 1 projects; four of which were partnership projects with Ausgrid, Wollondilly Shire Council, TAFE NSW, and Supporting and Linking Tradeswomen. The other four, Stage 1 projects were:

- development of a branding and awareness strategy to encourage women and employers
- an environmental scan of existing NSW Government initiatives
- organisation of a mentoring forum
- creation of *Women in Trades* pages on the Women NSW website.

Project evaluation findings show that, at June 2013:

- approximately 120 girls and women had direct experience of non-traditional trades and/or training, and at least one work experience participant had commenced an apprenticeship
- branding for *Women in Trades* initiatives was being used by several websites and adopted by a number of project partners and industry bodies
- resources had been developed that were being used in the next phase of *Women in Trades* projects, such as a documentary and video clips
- 13 mentors and TAFE students enrolled in non-traditional trades had been matched.

Partnerships

FACS has signed industry partnership agreements with Ausgrid, SkillsOne, Manufacturing Skills Australia, Service Skills NSW and the Master Builders Association of NSW. In 2012–13 partnerships focused on embedding cultural change and increasing the supply of skilled tradeswomen.

In partnership with the NSW Department of Education and Communities, we launched the *Girls in Trades Ambassadors* program in secondary schools. Under the program, school advisors will promote the message of girls in trades to female students, parents, teachers and employers and encourage girls interested in male-dominated trades to consider undertaking an apprenticeship. All *Girls in Trades Ambassadors* found the workshop held in April 2013 useful and most said the resources they received were very useful.

Website information

The *Women in Trades* and *Girls in Trades* pages on the Women NSW website were established – see www.women.nsw.gov.au/women_and_work/women_in_trades. The pages chart the progressive implementation of the *Women in Trades* initiative and link to information for women and girls interested in pursuing training and/or employment in a non-traditional trade.

Economic opportunities for women

Opening up trade training and employment

In 2012–13 we allocated more than \$200,000 to non government organisations, industry bodies, local councils and training organisations under the new *Investing in Women* funding program.

Grants of up to \$25,000 each were available for projects leading to economic empowerment of women through training and employment in trades with 25 percent or less participation by women. The focus was on projects offering practical solutions to benefit girls and women that could become self-sustaining beyond the life of the funding.

Details of projects funded in Round 1 of the Investing in Women program can be found at www.women.nsw.gov.au

Specialist advice

The NSW Council for Women's Economic Opportunity, chaired by the Minister for Women, met four times in 2012–13. Members come from industry training bodies, the private sector, community organisations, academia and relevant government departments.

This year the Council played a key role in identifying solutions to increase the number of women working in well paid sectors of the workforce, particularly in trades. In 2013 it began a program of industry engagement with significant employers of tradespeople, including at Council meetings hosted by Lend Lease and John Holland.

Membership of Government boards and committees

The overall level of representation of women on NSW Government boards and committees has remained unchanged for over a decade. In June 2013, women held 38.1 percent of NSW Government board and committee positions. Women's representation has remained steady since June 2011. At 30 June 2013, women represented more than 50 percent of board and committee members in all FACS portfolios.

During the year we consulted with the Department of Premier and Cabinet and the NSW Public Service Commission to develop and deliver strategies that will meet the NSW Government's commitment to increase the proportion of women on its boards and committees. We also engaged with key stakeholders, including Women on Boards and the Australian Institute of Company Directors, to develop initiatives to connect board-ready women with government board opportunities.

Some NSW Government portfolios have seen noteworthy increases in women's representation on boards and committees over the last year. In NSW Treasury, for example – a gender balance action plan is in place to increase the representation of women on key economic and infrastructure boards and state owned corporations. Consequently, the proportion of women on boards and committees in the NSW Treasury portfolio has increased from 18 percent in June last year to 27 percent in June 2013.

Celebrating women and their achievements

International Women's Day

We celebrated International Women's Day with two key events:

- a special screening of the *World of Women Film Festival* at Parliament House
- hosting of members of the NSW Council for Women's Economic Opportunity and the winners of the 2013 Women of the Year awards at the UN Women Australia's International Women's Day breakfast.

Women of the Year

The recipients of the 2013 Women of the Year awards were:

- Dr Cathy Foley, prominent Australian scientist and chief of CSIRO's Materials Science and Engineering division, won the Premier's Award for Woman of the Year
- Jessica Brown, founder of Life Changing Experiences and its *SISTER2sister* mentoring program, was the People's Choice Community Hero.

Part 3 Appendices



Part 3 Appendices

- 3.1 Multicultural policies and plans
- 3.2 Consultants
- 3.3 Consumer Response
- 3.4 Disability Action Plans
- 3.5 Environmental sustainability
- 3.6 Equal Employment Opportunity
- 3.7 Executive Officers' performance
- 3.8 Human resources
- 3.9 Land disposal
- 3.10 Legislation and legal changes
- 3.11 Work health and safety
- 3.12 Promotion (overseas visits)
- 3.13 Research and development
- 3.14 Right to Information
- 3.15 Public interest disclosures
- 3.16 Internal audit and risk management
- 3.17 Audit findings
- 3.18 Compliance with the *NSW Carers (Recognition) Act 2010*
- 3.19 Privacy management
- 3.20 Payment of accounts
- 3.21 Disclosure of controlled entities
- 3.22 Credit card certification
- 3.23 Membership of boards for FACS statutory bodies

3.1 Multicultural policies and plans

FACS promotes the *NSW Principles of Multiculturalism* through its range of multicultural service initiatives and programs. These programs are planned under the framework of the NSW Government's *Multicultural Policies and Services Program* (MPSP).

In 2012–13 there were no agreements entered into with the Community Relations Commission under the *Community Relations Commission and Principles of Multiculturalism Act 2000*.

Aboriginal Housing Office

The Aboriginal Housing Office (AHO) adheres to the Housing NSW (HNSW) multicultural policy. The AHO primarily focuses on employing Aboriginal people as outlined in the equal employment opportunity appendix of this report.

Ageing, Disability and Home Care

The *Valuing and managing diversity: Cultural diversity strategic framework 2010–2013* embeds cultural diversity as core Ageing, Disability and Home Care (ADHC) business in policy, planning and service delivery.

Key achievements 2012–13

- The *NSW Community Relations Report 2012* recognised ADHC as a division which has led the public sector in fully integrating MPSP into its core business. This has been a significant achievement for ADHC in spite of the challenges and demands of working within an evolving policy, operational and reform agenda in 2012–13.
- An external evaluation of the *Cultural Diversity Strategic Framework 2010–2013* commenced and extensive consultations were undertaken with key stakeholders. A further key deliverable of this evaluation process will be the development of an evaluation framework for the next iteration of the *Cultural Diversity Strategic Framework*. The final evaluation report is due by November 2013 and will identify achievements, learnings, critical success factors, barriers, gaps and future priorities.
- Development of policy and practice was supported by such groups as the:
 - Cultural Diversity Expert Advisory Group
 - Cultural Diversity Internal Advisory Group
 - Regional Cultural Diversity Strategy Groups
 - Key Multicultural NGO stakeholders
 - Vietnamese and Arabic Reference Groups in Metro South region
 - Senior Regional and Central Executives.

- Development of a *Language Services Implementation Plan* which provided regions with guidance on key governance and reporting mechanisms essential for the effective use of language services for ADHC and the funded sector.
- An extensive scoping of cultural competency activity and needs across ADHC and its funded sector which highlighted best practice, strategies for building diversity competency and staff understanding and development needs.
- Completion of a tender process to develop a comprehensive *Cultural Competency Framework* for ADHC and its funded sector informed by the findings of the scoping project of cultural competency activity.
- Enhanced collection and analysis of more reliable and accurate cultural diversity.
- Data for clients and carers to inform corporate planning processes.
- Delivery of the *Supporting Humanitarian Entrants with a Disability Forum* in partnership with NSW Refugee Health Service.
- Greater engagement with, participation in and inclusion of key multicultural stakeholders and ethnic communities in *Living Life My Way*, the review of the *Disability Services Act*, *Ability Links* and the reform agenda for the disability services system.

Priorities for 2013–14

- Increasing access to language services for ADHC and the funded sector as part of the transition to person centred approaches and the National Disability Insurance Scheme (NDIS).
- Finalising the *Cultural Competency Strategy* for ADHC and the ADHC funded sector, which supports workforce development.
- Improving *Community Language Allowance Scheme* usage data.
- Developing ADHC *Cultural Diversity Strategic Framework 2014–2017*.
- Improving community access to ADHC website information.
- Building the cultural competency of the disability sector to deliver the best outcomes for our diverse community in line with the current reform agenda.

Businesslink¹

Key achievements 2012–13

- Employed 31.5 percent of employees whose first language as a child was not English, which exceeds the NSW Government benchmark target of 19 percent representation (source: Workforce Profile 2012–13).
- Monitored the impact of implementing the new operating model, on the representation of people from diverse backgrounds and found no significant negative impact on this group from structural changes or the subsequent voluntary redundancy programs.
- The Australian Government's Translating and Interpreting Service was used for language assistance as necessary for those from diverse backgrounds accessing *Seniors Card* services provided by Businesslink.
- Use of qualified interpreters to communicate with employees whose first language is not English.

Priorities for 2013–14

- Develop a new *Multicultural Policies and Services* program for 2013–16 and communicate key objectives of the program across the business.
- Deliver training sessions on cultural awareness.
- Continue to exceed the NSW Government benchmark target for representation of people whose first language is not English.
- Monitor the impact of reorganisation on the representation of people from diverse backgrounds.

Strategy and Policy

- The *NSW Ageing Strategy* addresses the needs of culturally and linguistically diverse communities and their older residents. The Elder Abuse Helpline, a highlight of the strategy, is accessible to all people from culturally and linguistically diverse backgrounds. The Helpline service provider ensures their staff have the necessary skills to communicate effectively with the diverse community within NSW and identifies specific communication needs to enable referral to an appropriate service such as interpreter services. See 2.5 for more details.

Community Services

Community Services values and manages the linguistic and cultural diversity of the workforce to support our work with culturally diverse clients and communities. The division's Multicultural Services Unit coordinated a range of initiatives and programs.

Key achievements 2012–13

- Implemented the division's *Multicultural Strategic Commitment* through strategic plans in all regions and helpline.
- Reviewed the *Multicultural Caseworker* program and maintained 61 identified positions, the incumbents of which use their language and cultural skills to support casework with culturally diverse families.
- Provided funded agencies over 10,000 instances of interpreter services.
- Staff language skills were used for communication with clients under the *Community Language Allowance Scheme*, with 36 languages covered by 203 accredited staff.
- Translated three standard community information resources into 21 languages, for parents and carers of children involved with child protection services.
- Established a Multicultural Round Table with the Association of Children's Welfare Agencies (ACWA), Settlement Services International and other foster care service providers to support transfer of multicultural foster care children and young people to funded agencies through adapting Community Services multicultural procedures, practice resources and training.
- Care plans supported the needs of culturally diverse children in Out-of-Home Care through sections on personal identity and culture.
- The *African Foster Carer Recruitment* program in western Sydney accredited four African foster carers, completed foster carer training for 13 more, and established an African carer support group through *Connecting Carers*.
- Recruited Arabic-speaking, Turkish and Vietnamese foster carers and supported them through the *Multicultural Foster Care* program in south west Sydney.
- Assessed and trained all new foster carers to provide skills in caring for culturally diverse children.
- Funding for the *African Sessional Workers* program was extended to 2015. This year the program provided cultural and language support to caseworkers working with families from Sudan, Somalia, Ethiopia, Kenya, Sierra Leone, Liberia, Burundi, Nigeria, Ghana and Zimbabwe.
- The Western Sydney Community Forum was supported to deliver two training sessions on *Developing Culturally Responsive Services* to a total of 20 managers of funded services in western Sydney.

¹ Reporting relates to FACS departmental staff who provided employee-related services to NSW Businesslink

- A multicultural *Brighter Futures* funded service continued operation in south west Sydney, providing specialist expertise in delivering early intervention services for culturally diverse families.
- The *Multicultural Learning Circles* in western and central Sydney have built communication and relationships between Community Services and recently arrived refugee communities.
- Held Multicultural Community Information sessions for refugee groups on child protection and effective parenting practices in Australia.
- Provided three information sessions on the role of Community Services and the child protection system to a total of 50 Commonwealth-funded settlement and humanitarian service workers, developing cooperation with these services in working with refugee and migrant clients in common.
- Convened the statewide Multicultural Affairs Advisory Group of stakeholders, and regional multicultural advisory committees of stakeholders were quarterly convened in five of seven regions.
- The Mary Dimech Multicultural Achievement Awards were presented by the Chief Executive on Harmony Day 2013, recognising outstanding practice by staff with culturally diverse clients.
- The *Dignity and Respect* policy and procedure was implemented to maintain a respectful workplace, with clear processes to address any discrimination or harassment related to cultural background, race or religion.

Priorities for 2013–14

- Working with the ACWA and foster care service providers to support foster carer recruitment and good casework practice with culturally diverse children in care.
- Recruiting additional foster carers from culturally diverse backgrounds and assessing the cultural competence of all new carers.
- Implementing the findings of the *Multicultural Caseworker* program review to maximise operational efficiency and client outcomes, and fill vacancies within the program.
- Delivering information sessions for refugee communities.
- Working with mainstream funded agencies to develop and deliver trainer training on culturally reflective casework practice.
- Developing good practice in *Brighter Futures* services in working with culturally diverse clients, through multicultural service targets and a *Brighter Futures* multicultural service.
- Planning for maintenance and development of culture for children in care through the Community Services care plan template.

Housing NSW

Key achievements 2012–13

- Introduced the *Inclusive Language Guidelines*, which include information to assist staff to communicate with clients from diverse cultural backgrounds in a manner which is respectful and recognises their specific cultural needs.
- Continued to provide induction and e-learning training to HNSW staff on cultural awareness, equal employment and linguistic diversity.
- Considered advice from the HNSW Workforce Diversity and Equity Council, which provides feedback on equity and diversity employment issues within the organisation.
- Continued to provide comprehensive information about housing assistance in five community languages other than English on the HNSW website.
- Admitted 5305 new housing applicants from CALD² households to the housing register which is 23.6 percent of all households added to the housing register in 2012–13.
- Made 1406 new allocations of public housing to CALD households which is 23.2 percent of all new allocations of public housing in 2012–13.
- Continued to ensure policies and procedures are in place to guide client service staff in responding to clients from non-English speaking backgrounds.
- Maintained a strong investment in language services for clients with a total expenditure of \$1.4 million in 2012–13.
- Completed a review of HNSW translating and interpreting services, aimed at improving the quality of interpreter services provided to clients.
- Undertook a review of the *Community Language Allowance Scheme (CLAS)* to improve the level of service provided to clients under this program.
- Developed a CALD Customer Service Benchmarking assessment framework that is utilised to measure the level of client service provided specifically to CALD clients with a view to improving customer service.
- Delivered seminars to people working with the multicultural community on how they can help eligible clients access social housing assistance.

Priorities for 2013–14

- Continue implementation of the *Housing NSW Multicultural Framework 2009–2014*, ensuring its key directions and outcomes feed into new initiatives, such as the *Going Home Staying Home Reform Plan*.
- Ensure culturally diverse clients have access to culturally appropriate housing information and assistance.
- Develop an inclusive internal culture that recognises, accepts and embraces the diversity of our workforce, clients and communities.

² A culturally and linguistically diverse (CALD) household is defined as one where the head of the household was born in a non-English speaking country

3.2 Consultants

FACS expenditure on consultancies for 2012–13

Consultancies over \$50,000

| Management services | | | |
|---------------------|------------------------|----------------------------------|----------------------|
| Division | Consultant | Project | Amount (\$) inc. GST |
| Housing NSW | PricewaterhouseCoopers | NSW Homelessness Program Project | 55,454 |

| Organisational review | | | |
|----------------------------------|-----------------------------|---|----------------------|
| Division | Consultant | Project | Amount (\$) inc. GST |
| Ageing, Disability and Home Care | O'Connell Advisory | HCS Formula Review Project | 150,590 |
| Corporate Services | Deloitte Tohmatsu | Implementation Planning | 62,787 |
| Office of the Director-General | Peter Loxton and Associates | Governance Review for FACS | 55,232 |
| Strategy and Policy | Nous Group | FACS Research, Evaluation & Data Analysis | 83,100 |

| Research and evaluation | | | |
|-------------------------|------------|---|----------------------|
| Division | Consultant | Project | Amount (\$) inc. GST |
| Community Services | KPMG | Family Preservation & Restoration Project | 290,637 |

Consultancies under \$50,000

| Division | Category | Number of consultancies | Amount (\$) inc. GST |
|----------------------------------|-------------------------|-------------------------|----------------------|
| Ageing, Disability and Home Care | Management Services | 4 | 84,282 |
| Ageing, Disability and Home Care | Organisational review | 2 | 52,041 |
| Ageing, Disability and Home Care | Research and evaluation | 1 | 17,705 |
| Aboriginal Housing Office | Organisational review | 2 | 46,100 |
| Corporate Services | Organisational review | 1 | 20,119 |
| Housing NSW | Management Services | 1 | 3958 |
| Housing NSW | Organisational review | 2 | 41,692 |

Note: Consultants are defined as: "a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision-making by management. Generally, it is the advisory nature of the work that differentiates consultancy services from other types of services" (Premier's Department Circular 2000-47 'Guidelines for the Engagement and Use of Consultants').

3.3 Consumer response

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

Aboriginal Housing Office

The Aboriginal Housing Office (AHO) contracts Housing NSW (HNSW) on a fee for service basis to manage AHO property tenancies.

The AHO provides advice to Aboriginal people about housing options and issues through the Aboriginal Housing Information Service (AHIS). AHIS is an important frontline customer service mechanism that helps Aboriginal people to identify the housing services which best suit their needs. The service also provides advice and referrals for Aboriginal people to other government services.

In the 2012–13 financial year, AHIS staff answered around 1000 enquiries from Aboriginal people. The nature of enquiries included:

- confirmation of Aboriginality
- Commonwealth Rent Assistance (CRA)
- the Consumer Tenancy Trade Tribunal
- HNSW Warrant of Possession (WOP)
- HNSW service complaints
- home purchase
- homelessness
- housing redevelopment
- modifications, repairs and maintenance
- mutual exchange and property upgrades
- nuisance and annoyance
- priority housing
- rental issues
- tenancy issues.

Ageing, Disability and Home Care

People who use Ageing, Disability and Home Care services can make a complaint in person, in writing, by telephone or by completing a form available on the ADHC website. Information and factsheets about complaints handling processes are available at www.adhc.nsw.gov.au

Wherever possible, issues are resolved at a local level in an effort to preserve the relationship between staff and the person making the complaint and their representatives.

Ageing, Disability and Home Care customer feedback 2012–13

| Reason | Complaints | % |
|--------------------------|------------|------------|
| Service quality/delivery | 421 | 66 |
| Staff | 172 | 27 |
| Service access | 38 | 6 |
| Other | 7 | 1 |
| Total | 638 | 100 |

Source: Ageing, Disability and Home Care

In 2012–13 there was an overall reduction in registered complaints captured in the Client Information System. A total of 638 complaints were registered, compared with 869 in the previous 12 month period, a 27 percent decrease. Of these, 625 complaints were received by regions and 13 by central office. Complaints covered three broad categories – service delivery (66 percent), staff and other (27 percent) and service access (6 percent).

Complaints about regional Home Care Service of NSW decreased by 21 percent this year, with 569 complaints received compared to 590 in 2011–12.

Complaints are monitored as part of the corporate risk management framework with key risks reported to executive management to identify emerging systemic issues and to help proactively determine risk and mitigation strategies.

Community Services

The Enquiry, Feedback and Complaints Unit (EFCU) provides a centralised intake and referral point for complaints about Community Services from across NSW. The Unit receives complaints by telephone and various forms of written correspondence from all persons wishing to express their concerns regarding the services provided by Community Services. Examples of other forms of written correspondence include email, letters and online lodgements. The hours of operation to the public are from 9am to 4.30pm, Monday to Friday. Community Services aims to resolve complaints within 20 working days, however if an issue is complex it may take longer.

The Unit has benefited Community Services by providing a service to clients, identifying areas that need improvement, providing opportunities to increase public knowledge of the agency and assisting in planning and allocation of resources. During 2012–13, the Unit received approximately 9240 complaints (an increase of approximately 14 percent or 1145 on 2011–12) and a further 634 general enquiries. In the last year, the department directed more of the enquiries and complaints received to the EFCU. There has been an increased public awareness of the service through pamphlets, posters and word of mouth between clients.

The majority of complaints are resolved and managed by complaints officers. The increased experience of Complaints Officers and an increased focus on liaison between CSCs and clients at first contact, have resulted in a decreased need to forward complaints to the regions. Approximately 19 percent or 1454 matters were referred to relevant regional directors/business areas for local resolution (compared to approximately 40 percent reported in 2011–12).

Community Services customer feedback 2012–13

| Complainants | 2011–12 (%) | 2012–13 (%) |
|---------------|-------------|-------------|
| Parent | 47 | 49 |
| Relative | 25 | 25 |
| Foster carer | 9 | 8 |
| Kinship carer | 6 | 5 |
| Self | 4 | 3 |
| Professional | 5 | 3 |
| Other | 5 | 7 |

| Type of complaint | 2011–12 (%) | 2012–13 (%) |
|----------------------------|-------------|-------------|
| Communication | 33 | 31 |
| Behaviour of staff | 16 | 22 |
| Procedures and processes | 32 | 29 |
| Failure to respond/provide | 13 | 14 |
| Other | 6 | 4 |

| Closure times | 2011–12 (%) | 2012–13 (%) |
|---------------|-------------|-------------|
| 1 day | 4 | 20 |
| 2–10 days | 13 | 24 |
| 11–20 days | 32 | 20 |
| 21–30 days | 26 | 14 |
| 31–40 days | 11 | 8 |
| 41–50 days | 5 | 3 |
| >50 days | 9 | 11 |

Source: Enquiry, Feedback and Complaints Unit, Community Services

Housing NSW

The Housing Contact Centre (HCC) is a centralised contact point for clients of Housing NSW (HNSW). It is open 365 days per year and 24-hours per day and is designed to provide convenient access for tenants and applicants for services.

The Housing Contact Centre manages 14 different services on behalf of Housing NSW, these service include:

- Responsive Maintenance Enquiries from Housing Tenants
- Bond Loans and Advance Rental Assistance
- Temporary Accommodation
- General Enquiries
- Client Feedback.

The HCC answered 791,528 phone calls and 26,854 email enquiries and completed 143,071 transactions which included follow up work on phone calls, emails and applications.

HNSW encourages clients and members of the public to provide feedback about the services it provides. Housing NSW uses this feedback to monitor its performance and effectiveness, and to improve service delivery.

Clients can provide feedback in writing or over the telephone. They can choose to:

- lodge a formal client feedback issue by contacting HNSW Client Feedback Unit
- provide feedback in a more informal way, such as speaking with their client service officer, senior client service officer or team leader
- write a letter to HNSW.

Clients can contact the Client Feedback Unit on 1300 HOUSING (1300 468 746) between 8.30am and 4.30pm Monday to Friday. Complaints lodged with the Client Feedback Unit will be acknowledged, investigated and responded to usually within 15 working days. However, complaints regarding the issue of privacy may take up to 60 days to complete.

Housing NSW customer feedback 2012–13

| Category | 2011–12 | | 2012–13 | |
|-------------------------------------|-------------|------------|-------------|------------|
| | Number | % | Number | % |
| Aboriginal Housing Office enquiries | 8 | 0.15 | 5 | 0.09 |
| Housing NSW complaints | 4398 | 82.44 | 5055 | 88.86 |
| Housing NSW compliments | 445 | 8.34 | 388 | 6.82 |
| Contractor feedback | 24 | 0.45 | 11 | 0.19 |
| General enquiries | 428 | 8.02 | 200 | 3.52 |
| Suggestions | 32 | 0.60 | 30 | 0.53 |
| Total | 5335 | 100 | 5689 | 100 |

Source: Enterprise Data Warehouse Feedback Management System

Housing Appeals Committee

The Housing Appeals Committee (HAC) is the external appeals agency for clients of HNSW and community housing providers. Clients can request a review of a decision by HAC once an internal appeal has been completed by the housing provider. Committee members are independently appointed by the Minister and Cabinet in line with the *Guidelines for NSW Government Boards and Committees*.

The HAC received 597 appeals in 2012–13. Of these, 511 cases from HNSW clients and 32 from community housing clients proceeded to a hearing. Fifty-four cases did not proceed to a hearing as the matter was resolved or the matter was outside HAC's responsibility. These matters were referred to the relevant jurisdictions such as the Consumer, Trader and Tenancy Tribunal or Client Feedback Services.

The HAC received an increase of 25 percent in appeals heard compared to 2011–12. This increase is partly attributed to the increased visibility of the appeals process throughout HNSW frontline offices and the active promotion of online information and resources to clients in NSW.

Almost 50 percent of appeals heard by the HAC were from clients from a culturally and linguistically diverse background. Five percent of appeals heard were from Aboriginal clients.

3.4 Disability Action Plans

The *NSW Disability Service Act 1993* requires all NSW State Government departments to have a publicly available *Disability Action Plan* (DAP).

A DAP captures each department's commitment to people with disability on improving access to services, facilities and jobs in the public sector.

The Ageing, Disability and Home Care (ADHC) division of FACS provides oversight and leadership for disability action planning across NSW Government departments.

Each division in FACS is working towards the following outcomes:

- identifying and removing barriers to services for people with disability
- providing information and services in a range of formats that are accessible to people with disability
- making government buildings and facilities physically accessible to people with disability
- assisting people with disability to participate in public consultations and to apply for and participate in government advisory boards and committees
- increasing employment participation of people with disability in the NSW public sector
- using government decision-making, programs and operations to influence other agencies and sectors to improve community participation and quality of life for people with disability
- providing quality specialist and adapted services where mainstream services are not responsive or adequate to meet the needs of people with disability.

Publications and information resources for employees with disability and their managers were updated and coverage was extended from ADHC to all of FACS. These included *People with disabilities in the workplace: A guide for managers and employees* and fact sheets on the resources available for equipment and modifications in the workplace. They aim to increase disability confidence among FACS employees and to promote understanding of the barriers faced by employees with disability.

In 2013–14 FACS will review its umbrella *Disability Action Plan* in light of key disability reforms including the:

- *National Disability Strategy 2010–2020*
- National Disability Insurance Scheme
- *National Disability Strategy NSW Implementation Plan 2012–2014*
- revision of the *NSW Disability Services Act 1993*.

DAP actions for particular divisions in 2012–13 included the following.

Aboriginal Housing Office

- Provided employment opportunities to people with disabilities through various programs including the *Build and Grow Aboriginal Community Housing Strategy* and the National Partnership Agreement on Remote Indigenous Housing (NPARIH).
- Provided appropriate adjustments for staff with disabilities, for example, special facilities or modified equipment.
- Taking into account the needs of people with disability added as a criteria in the development of both the AHO's capital and maintenance programs.
- Worked with the Aboriginal community housing sector to ensure processes are in place to address the needs of Aboriginal people with disability as tenants or employees through the *Build and Grow Aboriginal Community Housing Strategy* as well as the service level agreement with Housing NSW.

Ageing, Disability and Home Care

- Offered a range of learning and development opportunities to enhance employees' skills in supporting and working with people with disability in areas from managing mental health issues in the workplace to disability awareness.
- Successfully promoted the work of the ADHC Disability Employees Network through a promotional tour of the regions and in-house events with high profile speakers so that its membership doubled in 2012–13.
- Provided advice as part of office relocation exercises regarding physical access issues.
- Continued its commitment to embed person centred approaches across service delivery areas. In late 2012 ADHC surveyed all staff to better understand what person centred approaches mean to ADHC employees and to learn about experiences in applying person centred approaches to date. The results of the survey will be used to develop strategies to further drive person centred service delivery across ADHC.

Businesslink³

- Reached the EmployABILITY target to increase the overall representation of people with disability requiring adjustment for the public sector from 1.1 to 1.5 percent by 2013.
- Employed a second person with disability under the NSW Government's *Ready, Willing and Able* program, reaching the agreed commitment of two people under this program.
- Procured printing services from accredited disability employers.
- Improved and maintained access to Businesslink's facilities including wheelchair accessibility, disability access toilets, reserved parking for staff and visitors with disabilities.
- Adjusted accommodation and workstations for new employees with disabilities.
- Complied with the Building Code of Australia in designing and fitting out client accommodation and reviewing client access issues through the Business Service Centre.
- Incorporated work health and safety planning for people with disabilities.
- Sponsored the *Don't DIS my ABILITY* campaign to celebrate the International Day of People with Disability in NSW.
- Staged a *Don't DIS my ABILITY* event with guest speaker, Nick Gleeson, an athlete, accessibility advocate and global adventurer.

Community Services

- Ensured that appropriate support was made available to complainants and that complaint and grievance mechanisms were accessible in a range of formats.
- Ensured our websites continued to comply with the W3C's *Web Content Accessibility Guidelines*.
- Ensured information was available through other government and non government agencies.
- Used accredited interpreters to communicate with people with disability who speak a language other than English.
- Ensured our properties, including reception counters, comply with relevant disability legislation and building codes.
- Provided information about public forums and membership of Community Services committees in audio and Braille formats.
- Held public forums and committee meetings in locations with disability access.
- Sought specialist advice on reasonable adjustments that may be required as part of the recruitment process.

Housing NSW

- Worked with the community housing sector to ensure that community housing providers continue to give housing assistance to those most in need, including people with disabilities.
- Ensured that the Housing NSW website is accessible for people with disability and in line with NSW Government standards.
- Provided two free services for people with hearing difficulties and speech impairment – access to sign language (AUSLAN) interpreters and the Telephone National Relay Service.
- Offered an audio version of the tenant newsletter for people with visual impairment.
- In employment, worked towards achieving a target of 12 percent employment of people with disability.
- Provided training courses for managers and staff working with people with disability and participated as a member of the Australian Employers' Network on Disability.
- Commenced the introduction of voice over for e-learning programs to support staff with disability.

³ Reporting relates to FACS departmental staff who provided employee-related services to NSW Businesslink

3.5 Environmental sustainability

FACS is committed to applying environmentally sustainable practices and continues to look at ways to reduce waste and increase recycling in each division. The work in this area is guided by the *NSW Sustainability Policy (2008)* and the *Waste Reduction and Purchasing Policy (WRAPP)*.

Aboriginal Housing Office

The Aboriginal Housing Office (AHO):

- promotes waste reduction through the reuse and recycling of resources
- procures copy paper with up to 90 percent recycled content
- employs office resource vendors that use recycled content in their merchandise (paper, cardboard and toner cartridges)
- supplies all staff with paper recycling bins at their workstation so waste paper can be separated from general refuse for recycling
- continues to reinforce the presence of co-mingle bins so staff make a conscious effort to separate waste
- uses local not-for-profit organisations for reuse and recycling of office resources, particularly in regional areas where appropriate
- continues to demonstrate its commitment to lowering its carbon emission by including two hybrid vehicles in its fleet of 13 and maintaining a greenscore above the NSW Government's target of 13.5
- reports on electricity consumption and remains within the NSW Government *Energy Management Guidelines* for decreasing its carbon footprint.

As part of the AHO's home purchasing program, we ensure that properties are retrofitted with water limiting devices and low energy light globes. The AHO uses low maintenance building products in construction to assist with natural heating and cooling.

Ageing, Disability and Home Care

Ageing, Disability and Home Care (ADHC):

- only purchases copy paper with recycled content, this exceeds the 85 percent NSW Government target required by 2014. Where printing is required, branding and publishing guidelines standardise the use of environmentally accredited paper stock
- uses electronic procurement systems such as eTendering, the NSW Buy eCatalogue and Ariba contract management lifecycle system to reduce its dependency on paper based processes

- promotes the use of the Minimum Energy Performance Standards rating system when purchasing appliances and white goods for its operations. Accommodation design guidelines require a minimum four star green rating on the buildings bought within the capital program. Residential accommodation projects also include sustainable housing features such as insulation, solar orientation, external shading, efficient lighting, use of natural light and ventilation, and alternative energy systems such as solar power
- ensures the number of hybrid vehicles exceeds government targets. More sustainable outcomes are also achieved through the use of ethanol blended fuel (E10).

Housing NSW

Housing NSW (HNSW):

- continues to implement WRAPP initiatives that reduce waste generation, increase resource recovery and use materials with recycled content
- purchases most paper (87 percent) with a minimum 50 percent recycled content
- reduced office paper consumption by 17 percent (3896 reams) in 2012–13 through the implementation of electronic document management systems
- uses commingled and paper recycling services in several divisional offices to improve resource recovery
- implements environmental programs that support sustainable communities and assist tenants to reduce their energy and water bills. Programs include:
 - the *Home Power Savings* program, a partnership with the Office of Environment and Heritage to help social housing tenants to reduce their power bills. During 2012–13, 7868 home assessments were completed, with tenants receiving a free power saving kit (including a standby power board, four energy efficient light bulbs, shower timer, two door snakes and thermometer) and advice on reducing energy costs. A total of 53,791 home energy assessments have been conducted in Housing NSW households since the commencement of the program in April 2010.
 - an environmental booklet for tenants, *Welcome to your home*, that contains tips on how to save energy and water at home. The booklet is distributed to new tenants and a one page summary version is available in five community languages: Arabic, Chinese, Russian, Spanish and Vietnamese.

3.6 Equal Employment Opportunity

FACS collects Equal Employment Opportunity (EEO) data regularly for the NSW Public Service Commission as part of the NSW public sector workforce profile. This measures performance in meeting NSW Government benchmarks for employing staff from EEO groups and informs planning and development of EEO initiatives.

Statistical information on EEO target groups

| Trends in the representation of EEO groups | | | | |
|---|------------------------|-----------|-----------|-----------|
| EEO group | Benchmark/ target % | 2011 % | 2012 % | 2013 % |
| Women | 50 | 76.4 | 77.3 | 77.4 |
| Aboriginal and Torres Strait Islander people | 2.6 | 9.1 | 9.1 | 9.4 |
| People whose first language spoken as a child was not English | 19.0 | 18.1 | 19.0 | 19.3 |
| People with disabilities | N/A | 5.5 | 5.4 | 5.4 |
| People with disabilities requiring work-related adjustment | 1.5 | 1.6 | 1.7 | 1.7 |
| Trends in the distribution of EEO groups | | | | |
| EEO group | Benchmark/ target* | 2011 | 2012 | 2013 |
| Women | 100 | 87 | 91 | 91 |
| Aboriginal and Torres Strait Islander people | 100 | 104 | 107 | 106 |
| People whose first language spoken as a child was not English | 100 | 100 | 97 | 97 |
| People with disabilities | 100 | 106 | 110 | 109 |
| People with disabilities requiring work-related adjustment | 100 | 110 | 114 | 112 |

* A Distribution Index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels.

Note: Includes staff from Department of Family and Community Services, statutory bodies of the Home Care Service of NSW and Aboriginal Housing Office, and departmental staff who provided employee-related services to NSW Businesslink

Source: NSW Public Service Commission

In 2012–13 FACS EEO initiatives were mostly undertaken on a divisional basis and are set out overleaf.

One exception was the integrated FACS approach to strategies designed to improve women's leadership skills through training programs. Across FACS 31 high performing women at grades 5/6 to 7/8 (frontline manager level) were sponsored to participate in the *Drive your Career* program.

In three of the four prestigious NSW Public Sector programs targeting executive development, the successful nominees for FACS were female.

Aboriginal Housing Office

The Aboriginal Housing Office (AHO) has an ongoing commitment to employing Aboriginal people and employing Aboriginal builders to provide housing, refurbishment and maintenance. The AHO employed a total of 87 people at 30 June 2013. A total of 63 percent of staff were female and 37 percent male.

Of AHO employees:

- 60.5 percent identified as Aboriginal and/or occupied identified positions
- 17.1 percent identified as belonging to a racial, ethnic or ethno-religious minority group.

AHO continued to foster Aboriginal employment through its building initiatives and programs in 2012–13 by:

- engaging Aboriginal builders to upgrade houses purchased under the AHO's capital works program
- achieving a 26 percent Aboriginal employment rate for new builds and 35.5 percent Aboriginal employment rate for refurbishment works under the National Partnership Agreement on Remote Indigenous Housing (NPARIH)
- maintaining a region-by-region Aboriginal Builders Directory on the AHO website (www.aho.nsw.gov.au) and NSW Land and Housing Corporation, maintaining an Aboriginal Builders Panel, to encourage the use of these organisations.

The following strategies have been identified for 2013–14:

- increasing support and creating opportunities for new and existing AHO Aboriginal staff to develop their career potential
- fostering a healthy and safe working environment for all AHO staff based on awareness of Aboriginal culture, respect in the workplace and adherence to professional standards
- achieving a minimum 20 percent Aboriginal employment rate in all construction and maintenance works under the NPARIH Agreement
- encouraging Aboriginal building companies to tender for more construction and capital works projects
- reinforcing Aboriginal employment clauses as a standard feature in all contracts, to specify that tenderers must achieve a representative level of Aboriginal trades in all contracts
- encouraging other government agencies to actively pursue opportunities to transition local Aboriginal employees, who have worked and/or trained on capital works projects, into other employment opportunities
- developing professional practice and the governance capabilities of members of the AHO Board and Regional Aboriginal Housing Committees.

The AHO provided appropriate adjustments for staff with disabilities, for example, special facilities or modified equipment.

Ageing, Disability and Home Care

Aboriginal staff initiatives included:

- recruiting eight Aboriginal people as trainee Assistants in Nursing under the Aboriginal traineeship program. This program combines employment and formal study in Certificate III in Aged Care with support from an Aboriginal cultural mentor
- providing development support to 11 Aboriginal cadets undertaking study in social work or allied health at a tertiary level.

Initiatives directed at staff with disability in 2012–13 are covered in Appendix 3.4 of this Annual Report. The following strategies have been identified as priorities for ADHC in 2013–14:

- extending the Disability Employee Network across FACS
- improving the governance and processes that support reasonable adjustments for employees with disability.

Businesslink⁴

Businesslink's *Aboriginal Employment Strategy 2010–2013* guides the improvement of representation and development of Aboriginal people in the Businesslink workforce.

Aboriginal employment initiatives for 2012–13 included:

- continuing with the *Aboriginal Employment* program in partnership with the Gandangara Local Aboriginal Land Council which saw a further intake of four Aboriginal trainees. Trainees were enrolled in Certificate III in Business Administration and were rotated through various positions to gain valuable work experience
- appointing four Aboriginal trainees permanently from the previous intake year under the *Aboriginal Employment* program
- developing and fostering support mechanisms and networks for Aboriginal employees through attendance at FACS and other forums for Aboriginal people
- building a workplace in which Aboriginal culture is valued and respected by incorporating Aboriginal cultural practices/ceremonies into official Businesslink events and by conducting cultural awareness training.

Aboriginal employment strategies for 2013–14 will include:

- developing a new *Aboriginal Employment Strategy* program for the triennium 2013–16
- continuing with the *Aboriginal Employment Program* in partnership with the Gandangara Local Aboriginal Land Council to employ Aboriginal trainees
- providing professional learning and career development opportunities for Aboriginal employees through structured career planning
- providing professional learning and career development opportunities for Aboriginal employees by seeking short term experiential opportunities such as secondments and special projects.

Businesslink's *Multicultural Policies and Services 2010–2013 Plan* drives the organisation's commitment to the *Principles of Multiculturalism* and provides strategies to promote multiculturalism in Businesslink.

Multicultural staff initiatives for 2012–13 included:

- identifying the linguistic and intercultural work skills needed by staff in client contact positions to ensure that business requirements are serviced by appropriate human resourcing
- delivering training sessions on cultural awareness for Businesslink staff
- conducting events to raise awareness of, and celebrate, the contribution of people from diverse cultural and linguistic backgrounds.

Multicultural staff initiatives for 2013–14 will include:

- developing a new *Multicultural Policies and Services* program for the triennium 2013–16
- continuing to deliver training sessions on cultural awareness
- exceeding the NSW Government benchmark target for representation of people whose first language as a child is not English
- developing an awareness program around the *Principles of Multiculturalism* and Businesslink's multicultural objectives
- monitoring the impact of reorganisation on the representation of people from diverse backgrounds.

Businesslink's *Women's Plan 2010–2013* guides improvement of the representation and development of women in its workforce. The plan aligns with the NSW public sector strategy, *Making the public sector work better for women: A new approach to making the NSW public sector a preferred employer for women 2008–2012*.

Strategies in 2012–13 to support women included:

- continuing to offer a broad range of development and training opportunities to women in Businesslink such as scholarships and programs including Diploma in Management (Women in Management), Public Sector Management program, Graduate Diploma in Public Administration and Executive Development program
- involving women in the *Businesslink Mentoring* program to assist them in acquiring sound career development advice from senior women
- implementing and supporting a range of flexible working arrangements that support women and those with carer responsibilities. Including full-time, part-time and job share opportunities and flexible use of leave including purchased leave, career breaks and parental leave.

Strategies for women in 2013–14 will include:

- developing a new *Businesslink Women's Plan* for the triennium 2013–16 and implementing its strategies
- continuing to offer a broad range of development and training opportunities to women in Businesslink such as scholarships and programs
- identifying high potential women in Businesslink and providing professional learning and career development opportunities for thorough structured career planning
- continuing to support a range of flexible working arrangements that support women and those with carer responsibilities.

For the reporting year, NSW Businesslink exceeded all percentage targets for representation of EEO Groups.

⁴ Reporting relates to FACS departmental staff who provided employee-related services to NSW Businesslink

Community Services

The Community Services *Aboriginal Employment and Development Strategy*, released in July 2011, continues to guide achievement of the NSW Government commitments to Aboriginal employment and development.

Through action under the strategy and other major projects, such as the *Intensive Family Based Services*, Community Services will ensure that:

- Aboriginal children, families and communities are supported to be safer, healthier and more resilient
- Aboriginal clients receive culturally responsive and respectful services from all Community Services staff
- Community Services staff have the competence, cultural intelligence and commitment to make a real contribution to the lives of Aboriginal people.

Aboriginal employment priorities for 2013–14 include:

- continuing to develop and implement the *Aboriginal Employment and Development Strategy*
- reviewing the *Local Aboriginal Action Plan* to ensure that it is building the capability of all staff to form meaningful partnerships with Aboriginal services and communities and providing a sound basis for implementing initiatives such as *Aboriginal Cultural Support and Placement Principles*
- providing ongoing support to Aboriginal staff in managing their work and community responsibilities and undertaking tertiary qualifications to improve their career development and opportunities
- continuing to provide career pathways and professional development for new and existing Aboriginal staff through programs including *Aboriginal Mentor to Management*, cadetships, administration traineeships and targeted secondments to specialised programs
- strengthening relationships with other divisions in FACS and non government agencies to increase knowledge and experience across the sector to improve and maintain strong links with Aboriginal staff and communities and embed good practices.

Multicultural staff initiatives in 2012–13 included:

- maintaining the *Multicultural Caseworker* program, which recruits caseworkers with language and cultural skills to work with culturally and linguistically diverse families; we identified 61 multicultural positions
- increasing the number of staff who use language skills under the *Community Language Allowance Scheme* (CLAS), with 181 accredited in October 2012, and auditing the CLAS staff contact list
- implementing the *Dignity and Respect* policy and procedure to maintain a respectful workplace free of bullying, discrimination or harassment. This includes clear processes to address any discrimination or harassment related to cultural background, race or religion.

Multicultural strategies for 2013–14 include:

- implementing the recommendations of the *Multicultural Caseworker* program review to maximise operational efficiency and client outcomes, and to ensure that the target communities and locations of identified positions best match client language and cultural needs
- completing the annual nomination and accreditation process for the CLAS to recognise staff language skills which best match client language needs, and to maintain a contact register for these staff
- continuing and monitoring operation of the *Dignity and Respect* policy and procedure to maintain a respectful workplace free of bullying, discrimination and harassment.

Housing NSW

Aboriginal employment initiatives included:

- the Aboriginal Policy Reference Group, which provides advice in developing internal workforce strategies and promoting service delivery improvements for clients who are Aboriginal people
- implementation of the *Aboriginal Employment Strategy 2010–2013*, which includes initiatives supporting and improving the employment and career aspirations of Aboriginal staff
- use of the *Schools-Based Traineeship* program and the *Elsa Dixon Aboriginal Employment* program to attract, develop and retain Aboriginal staff. There are currently 14 active student placements across Housing NSW (HNSW), five which began in early 2013
- participation in *Healthy Boundaries* training, which supports Aboriginal staff who live and work in their community to maintain healthy lifestyles and work/life balance
- a two day *Aboriginal Cultural Education* program for client service staff designed to raise awareness of Aboriginal culture
- full day accredited training to develop the capabilities of non Aboriginal staff in engaging effectively with Aboriginal clients
- a proposal to develop a FACS wide mentoring program.

Multicultural staff initiatives included:

- including a diversity module in the Housing NSW *Managers' Induction* program
- continuing to provide cultural awareness training as part of our employee induction program and within our EEO e-learning training for existing staff
- continuing to promote diversity awareness including the launch of inclusive language guidelines and an e-learning program for staff.

Strategies to support people with disability in 2012–13 included the development and launch of disability awareness training for managers and staff.

Strategies to support women included:

- offering a variety of development opportunities to all staff ranging from Certificate IV qualifications in project management to advanced diplomas such as the Advanced Diploma of Management (Women in Leadership). HNSW offers a range of accredited programs each year, with women on average representing 55 percent of enrolments in each
- providing full-time, part-time and job share opportunities as well as flexible working arrangements. A variety of leave is also available including purchased leave, career breaks and maternity leave.

Strategies for 2013–14 will include:

- working with FACS divisions to review EEO management strategies
- continuing to implement the initiatives under the *Aboriginal Employment Strategy 2010–2013* as well as contributing to the development of a FACS wide *Aboriginal and Torres Strait Islander Mentoring* program
- promoting and using specialised recruitment services to attract and support the employment of Aboriginal people and people with disabilities
- promoting the inclusive language guidelines and e-learning package
- promoting new disability awareness e-learning training for all staff.

3.7 Executive Officers' performance

Senior executive performance

Performance is recorded for executive officers SES level 5 or above for 2012–13. Unless otherwise stated, occupants were in the position for the full reporting year.

Jim Moore

**Director-General,
Family and Community Services,
SES 8**

BA(Hons)Com, GradDip (Acc)

Remuneration package: \$476,200.

Period in position: 1 July 2012 to 30 June 2013

On 8 June 2013 it was announced that Jim Moore, the former Director-General of FACS, had voluntarily stood aside from his role. Mr Moore did not return to duty. Therefore no performance review was completed.

Mike Allen

**Chief Executive,
Housing NSW,
SES 7**

GradDipUEM

Remuneration package: \$412,200.

Period in position: 1 July 2012 to 30 June 2013

**Acting Chief Executive,
Aboriginal Housing Office**

Period in position: 1 July 2012 to 7 April 2013

The Director-General has expressed satisfaction with Mr Allen's performance for the period of appointment with regard to agreed performance criteria.

Jim Longley

**Chief Executive,
Ageing, Disability and Home Care,
SES 7**

BEc, MEc

Remuneration package: \$412,200.

Period in position: 24 July 2012 to 30 June 2013

The Director-General has expressed satisfaction with Mr Longley's performance for the period of appointment with regard to agreed performance criteria.

Maree Walk

**Chief Executive,
Community Services,
SES 7**

BSocWk

Remuneration package: \$349,550.

Period in position: 1 July 2012 to 30 June 2013

The Director-General has expressed satisfaction with Ms Walk's performance for the period of appointment with regard to agreed performance criteria.

Margaret Crawford

**Deputy Director-General,
Corporate Services,
SES 7**

MBA, GradDip (RecMgt), BA (Ec)

Remuneration package: \$391,300.

Period in position: 17 June 2013 to 30 June 2013

The Director-General has expressed satisfaction with Ms Crawford's performance for the period of appointment with regard to agreed performance criteria.

Maura Boland

**Acting Deputy Director-General,
Strategy and Policy,
SES 6**

BSc(Hons), GradDip(CommM), MAppSC, ANZOG EFP

Remuneration package: \$292,450.

Period in position: 1 July 2012 to 30 June 2013

The Director-General has expressed satisfaction with Ms Boland's performance for the period of appointment with regard to agreed performance criteria.

Helen Freeland

**Acting Deputy Chief Executive,
Operations,
Community Services,
SES 6**

BSW, MSW, EMPA

Remuneration package: \$328,650.

Period in position: 1 July 2012 to 31 January 2013

The Chief Executive, Community Services, has expressed satisfaction with Ms Freeland's performance for the period of appointment with regard to agreed performance criteria.

Marion Bennett

**Acting Executive Director,
Housing Policy and Homelessness,
Housing NSW,
SES 5**

BA (Hons)

Remuneration package: \$263,250 (notional rate as substantively a senior officer).

Period in position: 1 July 2012 to 30 June 2013

The Director-General has expressed satisfaction with Ms Bennett's performance for the period of appointment with regard to agreed performance criteria.

Paul Callaghan

**Chief Executive Officer,
Aboriginal Housing Office,
SES 5**

B Comm, DipSurv

Remuneration package: \$260,000.

Period in position: 8 April 2013 to 30 June 2013

The Director-General has expressed satisfaction with Mr Callaghan's performance for the period of appointment with regard to agreed performance criteria.

Anne Campbell

**Deputy Chief Executive
Policy, Programs and Strategy,
Community Services,
SES 5**

BSW, BA, MPAdmin

Remuneration package: \$292,450.

Period in position: 1 July 2012 to 30 June 2013

The Chief Executive, Community Services, has expressed satisfaction with Ms Campbell's performance for the period of appointment with regard to agreed performance criteria.

Alison Frame

**Executive Director,
Business Strategy and Operational Performance,
SES 5**

BSpPath

Remuneration package: \$263,250.

Period in position: 8 April 2013 to 30 June 2013

The Deputy Director-General Corporate Services has expressed satisfaction with Ms Frame's performance for the period of appointment with regard to agreed performance criteria.

Alastair Hunter

**Deputy Chief Executive,
Service Delivery,
Ageing, Disability and Home Care,
SES 5**

BEc, CPA

Remuneration package: \$292,450.

Period in position: 15 April 2013 to 30 June 2013

The Chief Executive, Ageing, Disability and Home Care, has expressed satisfaction with Mr Hunter's performance for the period of appointment with regard to agreed performance criteria.

**Acting Deputy Director-General,
Corporate Services,
SES 6**

Remuneration package: \$349,550.

Period in position: 1 July 2012 to 14 April 2013

The Director-General has expressed satisfaction with Mr Hunter's performance for the period of appointment with regard to agreed performance criteria.

Leonie King

**Executive Director,
Community and Private Market Housing,
Housing NSW,
SES 5**

BBus, CPA, EMPA

Remuneration package: \$271,934.

Period in position: 27 August 2012 to 30 June 2013

The Director-General has expressed satisfaction with Ms King's performance for the period of appointment with regard to agreed performance criteria.

Linda Mallett

**Deputy Chief Executive,
Development and Reform,
Ageing, Disability and Home Care,
SES 5**

BSW (Hons), MSW, MBA, Graduate Certificate,
Dispute Resolution, Diploma, GAICD

Remuneration package: \$292,450.
Period in position: 1 July 2012 to 30 June 2013

The Chief Executive, Ageing, Disability and Home Care, has expressed satisfaction with Ms Mallett's performance for the period of appointment with regard to agreed performance criteria.

Albert Olley

**Chief Executive,
NSW Businesslink Pty Ltd,
SES 5**

BBus, GradDip(CorpGov), MAICD, ACIS

Remuneration package: \$282,700.
Period in position: 1 July 2012 to 30 June 2013

The Director-General has indicated his satisfaction with Mr Olley's performance for the period of appointment with regard to agreed performance criteria.

Samantha Taylor

**Deputy Chief Executive,
People and Choice,
Ageing, Disability and Home Care,
SES 5**

BA (Hons)

Remuneration package: \$253,501.
Period in position: 14 December 2012 to 30 June 2013

The Chief Executive, Ageing, Disability and Home Care, has expressed satisfaction with Ms Taylor's performance for the period of appointment with regard to agreed performance criteria.

Paul Vevers

**Executive Director,
Housing Services,
Housing NSW,
SES 5**

BA (Hons), Cert Qual Soc Wk, Dip Mgmt Studies

Remuneration package: \$292,450.
Period in position: 1 July 2012 to 30 June 2013

The Director-General has expressed satisfaction with Mr Vevers' performance for the period of appointment with regard to agreed performance criteria.

Meg Zvirbulis

**Acting Executive Director,
Organisation Reform and Business Support,
Housing NSW,
SES 5**

Remuneration package: \$263,250 (notional rate as paid by higher duties allowance).
Period in position: 1 July 2012 to 30 June 2013

The Director-General has expressed satisfaction with Ms Zvirbulis' performance for the period of appointment with regard to agreed performance criteria.

3.8 Human resources

The workforce decreased across FACS during the 2012–13 financial year. At June 2013, FACS employed 20,539 staff. There was a four percent decrease in total number of employees in comparison to the previous financial year total of 21,398. This was largely attributed to a reduction in corporate services and the realignment of workforce structures to meet service delivery demand.

Number of FACS employees by employment category at workforce census period (June 2013)

| Employment Category | Ageing, Disability and Home Care | Home Care Service of NSW | Aboriginal Housing Office | NSW Businesslink | Community Services | Housing NSW | FACS Central Office | Total |
|---------------------|----------------------------------|--------------------------|---------------------------|------------------|--------------------|-------------|---------------------|---------------|
| Permanent | 6407 | 3685 | 63 | 487 | 3594 | 1436 | 357 | 16,029 |
| Temporary | 875 | 64 | 23 | 171 | 421 | 430 | 128 | 2112 |
| Senior Executive* | 11 | | 1 | 2 | 14 | 5 | 14 | 47 |
| Casual | 1665 | 473 | | | 186 | | | 2324 |
| Other | 19 | 2 | | | 4 | 2 | | 27 |
| Total | 8977 | 4224 | 87 | 660 | 4219 | 1873 | 499 | 20,539 |

*Senior Executive employees include those who have a Senior Executive Service (SES) contract and are covered by the conditions of employment & guidelines for the SES. Where staff are performing higher duties to fill an SES position and are not already an SES employee, these numbers are not included as SES employees as they are still covered by their substantive conditions of employment, whilst receiving a notional monetary value equivalent to an SES position.

Note: Includes staff from Department of Family and Community Services, statutory bodies of the Home Care Service of NSW and Aboriginal Housing Office, and departmental staff who provided employee-related services to NSW Businesslink.

Source: Department of Family and Community Services 2013 Workforce Profile, NSW Public Service Commission.

Number of FACS employees by employment category by year

| Employment Category | 2009–10** | 2010–11 | 2011–12 | 2012–13 |
|---------------------|---------------|---------------|---------------|---------------|
| Permanent | 16,442 | 16,746 | 16,719 | 16,029 |
| Temporary | 2322 | 2559 | 2094 | 2112 |
| Senior Executive* | 55 | 54 | 43 | 47 |
| Casual | 2486 | 2424 | 2524 | 2324 |
| Other | 33 | 8 | 18 | 27 |
| Total | 21,338 | 21,791 | 21,398 | 20,539 |

*Senior Executive employees include those who have a Senior Executive Service (SES) contract and are covered by the conditions of employment & guidelines for the SES. Where staff are performing higher duties to fill an SES position and are not already an SES employee, these numbers are not included as SES employees as they are still covered by their substantive conditions of employment, whilst receiving a notional monetary value equivalent to an SES position.

** Updated to reflect Machinery of Government changes.

Note: Includes staff from Department of Family and Community Services, statutory bodies of the Home Care Service of NSW and Aboriginal Housing Office, and departmental staff who provided employee-related services to NSW Businesslink.

Source: Department of Family and Community Services 2013 Workforce Profile, NSW Public Service Commission.

Number of FACS frontline employees by occupational group at workforce census period (June 2013)

| Occupational Group | Head count |
|--|---------------|
| Disability Support Workers | 4196 |
| Care Workers | 3705 |
| Caseworkers (Community Services) | 2135 |
| Nurses | 1871 |
| Client Service Officers | 1039 |
| Allied Health Workers | 564 |
| Residential Centre Support Workers | 557 |
| Casework Managers (Community Services) | 405 |
| Customer Service Officers | 357 |
| Case Managers (ADHC) | 309 |
| Contact workers (Community Services) | 178 |
| Community Program Officers | 90 |
| Behaviour Support Practitioner | 58 |
| Other frontline employees | 428 |
| Total | 15,892 |

Note 1: All frontline occupational group counts are made using NSW Government standard head counts. 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*. Please refer to the NSW Community Services Caseworker Dashboard to see full-time equivalent counts for caseworkers.

Note 2: Includes staff from Department of Family and Community Services, statutory bodies of the Home Care Service of NSW and Aboriginal Housing Office.

Source: Department of Family and Community Services 2013 Workforce Profile, NSW Public Service Commission.

Number of Senior Executive Service positions at workforce census period (June 2013)

| SES level | 2011–12 | 2012–13 |
|--------------|-----------|-----------|
| 8 | 1 | 1 |
| 7 | 3 | 4 |
| 6 | 2 | 2 |
| 5 | 10 | 12 |
| 4 | 23 | 24 |
| 3 | 22 | 20 |
| 2 | 3 | 3 |
| Total | 64 | 66 |

Note: Includes positions from Department of Family and Community Services, statutory bodies of the Home Care Service of NSW and Aboriginal Housing Office, and departmental positions that provided employee-related services to NSW Businesslink.

Source: Department of Family and Community Services 2013 Workforce Profile, NSW Public Service Commission.

Number of female executive officers at workforce census period (June 2013)

| | 2011–12 | 2012–13 |
|-----|---------|---------|
| All | 24 | 31 |

Note: Includes staff from Department of Family and Community Services, statutory bodies of the Home Care Service of NSW and Aboriginal Housing Office, and departmental staff who provided employee-related services to NSW Businesslink.

Source: Department of Family and Community Services 2013 Workforce Profile, NSW Public Service Commission.

Exceptional movement in wages, salaries and allowances

During 2012–13 wages, salaries and allowances for FACS employees increased by 2.5 percent in line with the NSW Government's wages policy.

Personnel policies and practices

FACS has comprehensive policies consistent with legislation and NSW Government policy which provide a framework for the appropriate management of staff and business risks. In 2012–13 all divisions of FACS participated in updating, standardising and consolidating human resources policies and procedures across the department. Consolidation covered areas such as operational human resources, payroll and governance, work health and safety, performance and conduct, learning and development and workforce planning.

Industrial relations policies and practices

FACS conducts quarterly statewide Joint Consultative Committee meetings with the Public Service Association.

Each FACS division also conducts regular consultation forums with organisations representing staff i.e. the Public Service Association. In Ageing, Disability and Home Care (ADHC) this also occurs with the NSW Nurses Association and with United Voice in relation to care workers.

Specific consultation mechanisms have also been established for implementation of major reform projects such as:

- the redevelopment of large residential centres under *Stronger Together 2*
- Out-of-Home Care transition to the non government sector
- child protection policy and practice changes
- localisation, which brings together the current local ADHC, Community Services and Housing NSW services and operations in 15 new districts.

In May 2013, FACS distributed the *Employee Consultative Framework – Policy and Guidelines* to the Public Service Association proposing a rationalisation of forums including consultation at the district level.

Throughout 2012–13 the industrial relations staff were actively involved in strategic planning, realigning organisational structures, dispute prevention and monitoring industrial relations issues.

3.9 Land disposal

In 2012–13 FACS disposed of five properties which were:

- inappropriately located to service the demand of FACS clients
- no longer deemed suitable for clients
- uneconomical to maintain, repair or redevelop.

Proceeds from the sale of the properties were either used to support Ageing, Disability and Home Care, Community Services or Aboriginal Housing Office operations.

There were no sales of \$5 million or more in 2012–13 other than by tender or public auction. Access to documents relating to each disposal may be obtained under the *Government Information (Public Access) Act 2009*.

3.10 Legislation and legal changes

Principal Acts administered at 30 June 2013

Minister for Family and Community Services

- *Aboriginal Housing Act 1998* (jointly with the Minister for Finance and Services)
- *Adoption Act 2000*
- *Child Protection (International Measures) Act 2006*
- *Child Protection (Working with Children) Act 2012*
- *Children and Young Persons (Care and Protection) Act 1998*
- *Commission for Children and Young People Act 1998* (jointly with the Minister for Citizenship and Communities)
- *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 parts, the Minister for Police and Emergency Services and parts, the Minister for Education)
- *Housing Act 2001* (jointly with the Minister for Finance and Services until 1 August 2013).

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)
- *Home Care Service Act 1988* (jointly with the Minister for Disability Services).

Minister for Disability Services

- *Boarding Houses Act 2012* (jointly with the Minister for Fair Trading and the Minister for Finance and Services from 2 August 2013)
- *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 parts, the Minister for Police and Emergency Services and parts, the Minister for Education)
- *Disability Services Act 1993*
- *Home Care Service Act 1988* (jointly with the Minister for Ageing)
- *Youth and Community Services Act 1973* (repealed on 30 June 2013).

Legislative changes

- *Boarding Houses Act 2012*
The *Boarding Houses Act 2012*, which was passed in October 2012, establishes a legislative framework for the regulation of 'registrable boarding houses' in NSW, which includes 'general boarding houses', boarding houses which accommodate five or more people for fee or reward, and 'assisted boarding houses' which accommodate two or more people with additional needs (these were previously known as 'licensed residential centres' under the now repealed *Youth and Community Services Act 1973*).

The provisions of the Act under the administration of the Minister for Fair Trading (registration and inspection of boarding houses and occupancy rights for residents) commenced on 1 January 2013. The remaining provisions, which concern the authorisation and operation of assisted boarding houses and which are administered by the Minister for Disability Services, commenced together with the *Boarding Houses Regulation 2013* on 1 July 2013.

- *Children and Young Persons (Care and Protection) Act 1998*
Under the *Statute Law (Miscellaneous Provisions) Act 2012* a minor amendment to section 14(4) of the Act was made to make it clear that the right of Aboriginal people who have been in statutory or supported Out-of-Home Care to access records regarding their placement does not confer a right to information that is subject to the *Adoption Act 2000*.

- *Statute Law (Miscellaneous Provisions) Act (No 2) 2012* made amendments to:

- o enable mandatory reporters to refer matters relating to the safety, welfare and wellbeing of unborn children and young persons (aged 16 or 17 years) to Child Wellbeing Units instead of making the report directly to the Director-General: section 27A
- o insert a Note referring to the offence under the Act of disclosing information obtained in connection with the administration or execution of the Act except in certain circumstances. The Note provides that the identity of a reporter is not to be disclosed, except in limited circumstances: section 29
- o remove the requirement for a written report to accompany applications for care orders under section 90 or where a written report has previously been provided to the Children's Court regarding the child or young person concerned: section 61
- o make it clear that the provisions of Chapter 16A of the Act (which enables the exchange of information about the safety, welfare and wellbeing of children and young people between agencies) extends to information about an unborn child who is the subject of a referral to a Child Wellbeing Unit: sections 245B(3)(b) and (c)
- o update a reference to the Australian Government agency formerly known as Centrelink: section 245I(c)
- o expand the power to make regulations about the use of evidence given during the course of alternative dispute resolution to include external alternative dispute resolution ordered by the court under section 65A: section 264.

- *Miscellaneous Acts Amendment (Directors' Liability) Act 2012*

The Act inserted a new provision which makes directors liable for offences under the Act that are committed by a corporation. Directors or individuals involved in the management of a corporation are now liable for offences attracting executive liability. These offences are listed in section 258.

Section 258AA provides that a director may be liable as an accessory to an offence.

Each of the relevant offence provisions classified as executive liability offences has been amended by the insertion of a Note with a reference to section 258. These provisions are sections 105, 136, 138, 154, 156B, 173, 175, 185, 222, 223, 228, 230, 230A, 241 and 254.

- *Child Protection Legislation Amendment (Children's Guardian) Act 2013*

The Act, which commenced on 15 June 2012, amended the *Children and Young Persons (Care and Protection) Act 1998* to make it consistent with the working with children checks and functions of the Children's Guardian under the *Child Protection (Working with Children) Act 2012*, in particular to:

- o require authorised carers to notify designated agencies as soon as practicable when a person of 18 years or more has begun living in their home and will continue to do so on a regular basis
- o make it clear that authorised carers are required to notify the designated agency when a minor living in the carer's home turns 18 years
- o include new functions of the Children's Guardian under the *Child Protection (Working with Children) Act 2012*
- o provide the Children's Guardian with the power to appoint advisory committees, when appropriate
- o allow the Children's Guardian to refer matters to the police where the information obtained relates to criminal offences or disciplinary actions
- o provide the Children's Guardian protection from liability where matters or things have been conducted or omitted in good faith.

The Act also amended the *Child Protection (Working with Children) Act 2012* to:

- o transfer the functions relating to working with children checks to the Children's Guardian
- o introduce a new working with children check clearance for all categories of workers in child-related work in defined child-related services, including authorised carers and adults sharing their homes
- o allow reports made concerning a child or young person at risk of significant harm to be provided to the Children's Guardian
- o allow the Children's Guardian to use any information it obtains when making a report concerning a child or young person at risk of significant harm
- o clarify that adults who live at the home of an authorised carer must hold a working with children check clearance
- o *Community Housing Providers (Adoption of National Law) Act 2012*.

The *Community Housing Providers (Adoption of National Law) Act 2012* (NSW) which was assented to on 28 August 2012 creates national registration, monitoring and regulation of community housing providers. The new system is designed to:

- improve tenant outcomes and protect vulnerable tenants
- encourage the development and viability of community housing
- facilitate investment in the sector by promoting confidence in the good governance of providers
- protect government funding and equity.

The Act has not commenced at the time of this report.

Amendments to regulations

A statutory review of the *Children and Young Persons (Care and Protection) Regulation 2000* was undertaken, resulting in the repeal of the Regulation under the *Subordinate Legislation Act 1989* and its replacement by the *Children and Young Persons (Care and Protection) Regulation 2012*, which commenced on 1 September 2012. The new Regulation substantially remakes the previous Regulation with some minor amendments regarding: access to information and records, forms and content of care plans, the carrying out of certain medical treatment on children and matters relating to Out-of-Home Care and the Children's Guardian.

The Regulation was amended on 1 March 2013 to require authorised carers to comply with a new code of conduct approved by the Minister and published on the FACS website.

A minor amendment to clause 25 reinserts part of a description of medical treatment prescribed as special medical treatment for the purposes of the Act.

Consequential amendments were made to the *Children and Young Persons (Care and Protection) Regulation 2000* on the commencement of the *Child Protection (Working with Children) Act 2012*, to ensure that the Regulation reflected the new arrangements for working with children checks. The provisions commenced on 15 June 2013.

By an order made on 15 May 2013 under the *Public Sector Employment and Management Act 2002*, the Office of the Children's Guardian has been established as a division of the Department of Family and Community Services. Staff employed in the Department of Education and Communities to exercise the functions of the Children's Guardian have been moved to the Office of the Children's Guardian.

Significant judicial decisions

(a) Boarding house matter

Evans v Powell [2012] NSWSC 1384

The Department of Family and Community Services commenced prosecution of Adrian Powell, the licensee of a residential centre under the *Youth and Community Services Act 1973* (YCS Act) for denying access to inspecting officers to parts of the centres known as Grand Western Lodge and The Cottage in Millthorpe.

The matter was initially heard in the Orange Local Court on 22 February 2012 and dismissed. The department appealed the decision to the Supreme Court on the basis that the Magistrate made a number of legal errors. The Supreme Court handed down its decision on 19 November 2012 in favour of the department.

Much of the argument in the appeal related to section 25 of the YCS Act and whether departmental officers have the right to enter and inspect all parts of licensed premises. The Appeal Judge also referred to the *Evidence Act 1995* and whether the inspecting officers were required to give warnings about prejudicial statements. Mr Powell made the submission that the residents' right to privacy (Regulation 15(1)) could restrict access by departmental officers to their bedrooms.

The Appeal Judge found that the Magistrate did not give adequate reasons for the decision; erred in excluding evidence of conversations between departmental officers and Mr Powell; and erred in dismissing the Court Attendance Notices on the basis that Regulation 15(1) prevented departmental officers accessing residents' bedrooms and remitted the matter to the Local Court for hearing. Her Honour also made a costs order in favour of the department.

Mr Powell pleaded guilty at Orange Local Court to three charges of 'wilfully obstructing an officer' under section 25(2) of the YCS Act, with two further charges being placed on a Form One. The Court found the offences proven but dismissed each under section 10(1)(a) of the *Crimes (Sentencing Procedure) Act 1999*.

(b) Child protection and welfare

Re Natalie [2012] NSWSC 1109

The matter concerned whether the Supreme Court should make orders relating to the end-of-life plan for the child. The orders being sought by the Director-General were at the request of, and supported by, the mother.

Justice White found there were exceptional circumstances for the court to intervene. He agreed that the decision was one that could be made by the mother but that she may not have the strength to do it when the time came. It was therefore in the best interests of the child that the court make the necessary orders.

Department of Family and Community Services v S – No 2012/17822

The matter concerned an appeal brought by the Director-General in the District Court against a decision of the Children's Court to refuse leave to rescind the previous orders and make fresh orders that ultimately restored the child to her mother's care. All parties consented to leave being granted and the new orders but the Children's Court disagreed and dismissed the application.

Judge Robison allowed the appeal and made the new orders. The Judge also congratulated Community Services for the work that had been done with the family, and for bringing the appeal.

"I'd ... like to congratulate the department in the assistance it has provided and the application it made in fact to the Children's Court and on this appeal... We all know sometimes the department comes into some public criticism but this is where I think the department should be praised for the actions that it took very fairly and properly in all the circumstances."

(c) Adoption matters

N and the Adoption Act 2000 [2012] NSWSC 1263

The matter concerned whether the adoptive parents:

- should be required to search for and serve notice on the birth parents in Taiwan in circumstances where the Director-General agrees that to do so would not be in the child's best interests
- should be permitted to change the child's name by adding an Anglicised second name and then calling the child by that name.

The Court [Justice Black] noted Taiwanese law and correspondence from the relevant authorities in Taiwan, and agreed that it was not in the child's best interests to undertake these searches for the birth parents. Accordingly, the Court dispensed with serving notice on the birth parents and made the adoption order as well as approving a change of name for the child.

(d) Prosecutions under the *Housing Act 2001*

During 2012–13 there have been six successful prosecutions with two further prosecutions before the courts. A further number of matters are under current investigation that may result in prosecutions being commenced in the next financial year.

Sentences have included both fines and good behaviour bonds.

Navazi

In a significant case for Housing NSW, Mr Navazi challenged the decision to cancel his rental subsidy under the *Housing Act 2001*. He applied for judicial review of the decision based on alleged undisclosed ownership of other residential properties. In an unreported decision handed down on 1 March 2013, Justice Rothman of the Supreme Court set the cancellation decision aside, finding, among other things, that an investigation into household income and a determination of household income had not occurred as required by the *Housing Act 2001*. The court also found that whether Mr Navazi could live in the other properties was also not considered. Housing NSW has lodged an appeal with the Court of Appeal.

Cain

Housing NSW won a District Court case regarding the decision of the Consumer, Trader and Tenancy Tribunal to decline to make an order terminating a tenancy where the tenant was found to have used the premises illegally. In this case, the tenant had commercial quantities of cannabis on the premises. The Tribunal found that the breach was 'a very serious breach' but said that it had discretion as to whether to terminate the tenancy. The Tribunal chose to exercise its discretion by not terminating the tenancy on the basis that the tenant could more easily rehabilitate herself before sentencing took place in separate criminal proceedings. Housing NSW challenged the Tribunal's decision in the District Court on the basis that the Tribunal had no discretion under the relevant statutory provision of the *Residential Tenancies Act 2010*. The District Court agreed with Housing NSW's view that, where residential premises are used for an illegal purpose within the meaning of the *Drug Misuse and Trafficking Act 1985*, the Tribunal must terminate the tenancy. The tenant has appealed the decision to the Supreme Court's Court of Appeal.

3.11 Work health and safety

FACS emphasises a risk management approach in promoting accountability for, and compliance with, our workplace health and safety and injury management obligations. We are committed to reducing and actively managing identified risks in the workplace that may contribute to injury to clients, staff, visitors and others.

In 2012–13 a major focus in work health and safety (WHS) in FACS was on ensuring alignment to, and compliance with, the *Work Health and Safety Act 2011* (NSW) and the *Workers Compensation Legislation Amendment Act 2012*. Outcomes include:

- a 30.8 percent reduction in the overall number of reported claims (injuries) for FACS in 2012–13, compared to the previous year, based on data at 30 June 2013. In total 1113 claims, with a financial cost in 2012–13, were incurred by FACS. The major types of injury were body stressing, falls, trips and slips and being hit by moving objects
- a 6.1 percent reduction in the average cost per claim in 2012–13 compared with 2011–12
- an improvement in workers compensation claims performance by adopting a proactive claims management and review approach. This has included scheduled review activities. FACS performance improvement at the three and five year review points has resulted in a 2012–13 hindsight rebate of \$6.668 million
- an expected improvement in workers compensation premium costs for 2013–14, with a forecast reduction of 4.88 percent on the previous year's premium costs
- successful collaboration with FACS fund manager QBE to transition to the *Workers Compensation Legislation Amendment Act 2012* and apply the required changes across FACS
- listing of two WHS and injury management entries as finalists in the 2012 Treasury Managed Fund Awards for Excellence. The entry for the *Work Safety – Providing Care in the Home and Bariatric Work Health Safety* project was highly commended in the category of WHS and Injury Management Innovation.

Number of workers compensation claims, cost incurred and average claims cost (2009–10 to 2012–13) at 30 June each year

| | 2009–10 | 2010–11 | 2011–12 | 2012–13 |
|--|------------|------------|------------|------------|
| Aboriginal Housing Office | | | | |
| Total claims | 2 | 5 | 2 | 3 |
| Total cost incurred (\$) | 2438 | 24,787 | 36,645 | 22,272 |
| Average cost (\$) per claim | 1219 | 4957 | 18,322 | 7424 |
| Ageing, Disability and Home Care (excluding Home Care Service of NSW) | | | | |
| Total claims | 794 | 833 | 843 | 638 |
| Total cost incurred (\$) | 6,347,475 | 6,863,100 | 7,744,269 | 6,854,959 |
| Average cost (\$) per claim | 7994 | 8239 | 9187 | 10,744 |
| Home Care Service of NSW | | | | |
| Total claims | 360 | 374 | 367 | 248 |
| Total cost incurred (\$) | 3,012,580 | 3,124,230 | 3,813,860 | 1,835,183 |
| Average cost (\$) per claim | 8368 | 8354 | 10,392 | 7400 |
| NSW Businesslink | | | | |
| Total claims | 16 | 14 | 23 | 10 |
| Total cost incurred (\$) | 104,896 | 430,305 | 247,012 | 80,340 |
| Average cost (\$) per claim | 6556 | 30,736 | 10,740 | 8034 |
| Community Services | | | | |
| Total claims | 239 | 236 | 303 | 170 |
| Total cost incurred (\$) | 4,697,687 | 4,403,636 | 6,411,178 | 2,718,128 |
| Average cost (\$) per claim | 19,656 | 18,659 | 21,159 | 15,989 |
| Housing NSW (Incorporates claims history from the NSW Land and Housing Corporation for 2009–10 and 2010–11) | | | | |
| Total claims | 122 | 91 | 70 | 42 |
| Total cost incurred (\$) | 580,936 | 481,724 | 365,200 | 571,625 |
| Average cost (\$) per claim | 4762 | 5294 | 5217 | 13,610 |
| FACS (Central Office) | | | | |
| Total claims | – | – | 1 | 2 |
| Total cost Incurred (\$) | – | – | 14,784 | 22,248 |
| Average cost (\$) per claim | – | – | 14,784 | 11,124 |
| FACS (Total all divisions) | | | | |
| Total claims | 1533 | 1553 | 1609 | 1113 |
| Total cost incurred (\$) | 14,746,012 | 15,327,783 | 18,632,946 | 12,104,754 |
| Average cost (\$) per claim | 9619 | 9870 | 11,580 | 10,876 |

Note 1: Excludes incident only claims. Claims numbers reflect those reported within the financial year where a financial cost was incurred.

Note 2: The 2009–10 and 2010–11 figures for Aboriginal Housing Office, Housing NSW and Businesslink have been amended from those published in the FACS Annual Report 2011–12. The figures published in the FACS Annual Report 2011–12 reflected claim status as at 30 June 2012, rather than as at 30 June 2010 or 2011 respectively.

Source: Provided by QBE as downloaded at the end of each reporting period to SiCorp reporting portal.

The figures provided are based on reported claims costs including the new Workers Compensation Predictive Model introduced for the first time by the NSW Treasury Managed Fund (TMF) at the 2012–13 renewal for all claims from 1 July 2009.

The model is an actuarial based estimation tool that will automatically predict the likely cost of a claim based on its key characteristics. As a result, the expected ultimate cost of a claim is predicted much earlier in the claim lifecycle, with the impact that the 2012–13 claims estimated using the model are attributed a higher estimate earlier when compared with previous fund years. The model replaces the previous *WorkCover NSW Claims Estimation Manual* with the immediate impact accounting for approximately one third of the FACS total claim cost increases.

Other factors contributing to the total deposit premium include a blend of other increases beyond the control of FACS including the following:

- industry benchmark rates
- wages
- TMF scheme experience.

To improve our safety and injury management performance, FACS developed a range of strategies and programs including:

- a gap analysis in each division of the department across the 12 criteria of the *NSW Public Sector Occupational Health and Safety and Injury Management Improvement Standard*
- development of a *WHS Due Diligence Framework* to support senior leaders in meeting their obligations under the *Work Health and Safety Act 2011* with input of senior leaders within ADHC. The framework will be further developed for implementation across all FACS senior leader positions
- development as part of FACS Executive reporting process of lag and lead WHS and injury management key performance indicators based on best practice guidelines
- introduction of regional key performance indicators supported by executives with specific targets to reduce the cumulative weekly payments, average claims costs, unfit open claims and delays in reporting. Attendance by regional injury management coordinators at requested nominated treating doctor case conferences with QBE case managers
- structured and regular strategic claim reviews attended by the TMF Claims Manager – QBE, regional injury management staff, and central office technical support. The reviews have clearly defined outcome goals, strategic actions and specific timeframes
- completion of a soft tissue injury project pilot as part of an early intervention strategy to reduce duration of weekly benefits

- focus on all psychological injury claims to ensure timely management of internal issues and assessment of the liability process
- continued development and implementation of e-learning WHS and injury management modules for staff, and delivery of training to ensure all staff understand the requirements of the new WHS legislation
- coordination of an annual flu vaccination program for all staff.

Challenges and future directions

In 2013–14 our Workforce Safety and Wellbeing Unit will continue to lead the implementation of the *Work Health and Safety Act 2011*, *Work Health and Safety Regulations* and associated codes of practice as they are released.

Action commenced in 2013 to consolidate existing divisional WHS policies into standardised FACS policies, updated in line with legislative changes. FACS will continue to ensure that procedures and consistent guidance are established for our key workplace risks.

The recommendations resulting from reviews of our FACS workplace safety management system and the implementation of the due diligence framework will be used to inform a new corporate safety plan to be developed and published in 2014.

Prosecutions under the *Work Health and Safety Act 2011*

No prosecution action was taken against FACS under the *Work Health and Safety Act 2011* in 2012–13.

3.12 Promotion (overseas visits)

Employees made 17 overseas visits during 2012–13. The visits were to present at conferences on NSW expertise in service delivery, and the further development of public administration practices.

| Division | Officers | Dates | Purpose of visit | Destination |
|----------------------------------|-----------------|-------------------------------|--|------------------------|
| Ageing, Disability and Home Care | Felicity Burke | 7–9 November 2012 | Presentation at the Australasian Society for Intellectual Disability (ASID) conference: <i>Sync or Swim? Trials of technology in our agency.</i> | Wellington New Zealand |
| | Debra Corfield | 7–9 November 2012 | Presentation at the ASID conference: <i>Best practice in transition.</i> | Wellington New Zealand |
| | Jack Dikian | 7–9 November 2012 | Presentation at the ASID conference: <i>Reflection on behaviour support system reviews.</i> | Wellington New Zealand |
| | Matt Frize | 6–9 November 2012 | Presentation at the ASID Conference: <i>An evaluation of a systemic approach to dialectical behaviour therapy for staff supporting those with borderline personality disorder and intellectual disability.</i> | Wellington New Zealand |
| | James Lim | 27 November – 2 December 2012 | Executive Master Public Administration – ANZSOG. | Wellington New Zealand |
| | Louise Majkut | 10–12 October 2012 | Presentation at the International Short Breaks Association Conference 2012: <i>Prioritisation and allocation methodology to support access to centre based respite.</i> | Toronto Canada |
| | Natalie Malone | 6 –9 November 2012 | Presentation at the ASID Conference: <i>The effectiveness of behavioural and accommodation supports for offenders with an intellectual disability in the community.</i> | Wellington New Zealand |
| | Beth Matters | 7–9 November 2012 | Presentation at the ASID conference: <i>Mindfulness based stress reduction training for group home staff in intellectual disability services.</i> | Wellington New Zealand |
| | Elizabeth Moore | 8–12 July 2012 | Presentation at the Social Work Social Development 2012: Action and Impact conference. | Stockholm Sweden |
| | Lucinda Mora | 6–17 August 2012 | Sand tray therapy advanced training. | San Francisco USA |
| | Paul North | 7–9 November 2012 | Presentation at the ASID conference: <i>Mindfulness based stress reduction training for group home staff in intellectual disability services.</i> | Wellington New Zealand |
| | Brett Thomas | 6–10 November 2012 | Executive Master Public Administration – ANZSOG. | Wellington New Zealand |
| | Jody van Bommel | 7–9 November 2012 | Presentation at the ASID Conference: <i>Moving house or moving home? A review of the transition experiences of young people with intellectual disability.</i> | Wellington New Zealand |
| | Tracy Wright | 17–30 November 2012 | Executive Master Public Administration – ANZSOG. | Wellington New Zealand |

| Division | Officers | Dates | Purpose of visit | Destination |
|-------------|--------------|---------------------|---|-------------------------------------|
| Housing NSW | Humair Ahmad | 2–6 July 2012 | ANZSOG Executive Masters Degree in Public Administration 5 day residential – Delivering public policy and programs. | Wellington New Zealand |
| | Roxanne Shaw | 5–8 March 2013 | Professional Practice Seminar: Progressing social housing reform – regulation and accreditation session. | Auckland and Wellington New Zealand |
| | Maggie Yuem | 28–30 November 2012 | ANZSOG Executive Masters Degree in Public Administration final subject and presentations. | Wellington New Zealand |

There were no overseas visits made by staff from the Aboriginal Housing Office, NSW Businesslink, Corporate Services, Community Services and Strategy and Policy.

3.13 Research and development

Aboriginal Housing Office

The Aboriginal Housing Office did not conduct any research and development work in 2012–13.

Ageing, Disability and Home Care

| Project | Target | Funding (\$) |
|---|---|--------------|
| Complex health needs model | People with disability | 11,600 |
| Intellectual and other cognitive disability in the criminal justice system | People with intellectual disability | 21,671 |
| Mindfulness based stress reduction training for group home staff in intellectual disability services | Workforce and people with disability | 70,000 |
| Research into effectiveness of systemic consultation for case managers working with challenging behaviour | Workforce | Nil |
| Review of HACC Home Modification service type | People with disability | 187,748 |
| <i>Stronger Together: the second phase (2011–16)</i> . Annual modelling update July 2012 | People with disability | 75,000 |
| Use of emergency and inpatient hospital services by ADHC clients | Disability and NSW Ministry of Health clients | 100,000 |

Community Services

| Project | Target | Funding (\$) |
|------------------|---|--------------|
| Pathways of Care | Children and young people in Out-of-Home Care | 1.3 million |

Housing NSW

| Project | Target | Funding (\$) |
|--|---|--|
| Homelessness Action Plan Evaluation Strategy | People at risk of homelessness or experiencing homelessness | 887,398 |
| Research Synthesis Report to inform the development of the Private Rental Assistance Strategic Framework – AHURI Research Synthesis Service | Social housing eligible clients | 20,460 |
| University of NSW Community Development project | Public housing tenants including Aboriginal and CALD communities | 90,000 |
| Sydney University Glebe Community project including Aboriginal Tenant Participation project | Public housing tenants including Aboriginal and CALD communities | 70,000 |
| Mt Druitt Underpass Research project (Partnership between HNSW, Blacktown City Council, University of Western Sydney (UWS), University of Technology (UTS), Sydney and NSW Land and Housing Corporation) | Mt Druitt HNSW tenants in proximity to underpasses. Results of research will be considered by UTS and workshopped with students into design options for future improvements in Blacktown City Council management of underpasses | Research and development being undertaken by UWS and UTS as part of the Community and Environment project partnership. HNSW provided funding to the universities totalling \$250,000 in 2011 for a three year period |
| Assessment, triage and referral framework | People at risk of homelessness or experiencing homelessness | 30,000 |
| Rapid Rehousing Evaluation | People who are frequent users of temporary accommodation | 30,000 |
| PricewaterhouseCoopers supply and demand profile | Specialist Homelessness Services service users identified | 20,000 |
| Specialist Homelessness Services assessment framework | People at risk of homelessness or experiencing homelessness | 30,000 |
| Statewide Information and Referral Service (homelessness) | People at risk of homelessness or experiencing homelessness | 14,000 |
| Research on severe overcrowding to inform future homelessness initiatives | People at risk of homelessness or experiencing homelessness | 50,000 |
| AHURI Research Synthesis – new evidence in homelessness research | People at risk of homelessness or experiencing homelessness | 29,990 |
| Homelessness interagency committee planning | People at risk of homelessness or experiencing homelessness | 7392 |

Strategy and Policy

| Project | Target | Funding (\$) |
|--|--|---|
| Office for Carers: Social Policy Research Centre ARC Linkage project – Carers and social inclusion: new frameworks, evidence and policy lessons | Carers and Aboriginal carers | 10,000 |
| Office for Ageing: Connecting older adults (University of Sydney) | People aged over 55 years | 2012–13 final payment of \$87,200 (total over 3 years \$244,900) |
| Office for Ageing: CALD older volunteers (University of Sydney) | People aged over 60 years (Chinese and Italian communities) | 2012–13 final payment of \$45,310 (total over two years \$249,200) |
| Office for Ageing: Work ability assessment and change among NSW employers. Monash University, Sydney University, and Swinburne University of Technology | Older workers | 2012–13 final payment of \$125,000 (total over three years \$250,000) |
| Government Relations: Disability Policy and Research Working Group – NSW contribution for National Disability Research and Development Agenda | Policy makers in government, the disability sector, the community, and the public. | 330,364 |
| Office for Ageing and Women NSW: Rich, Poor, Old, Young: socio-economic disparities among older and younger women in NSW and their policy implications | Women of different ages and socio-economic groups, in particular the lowest 10 percent | 2012–13 first payment of \$44,000 (total over two years \$110,000) |

3.14 Right to Information

Government Information (Public Access) Act 2009

FACS is committed to ensuring the public's right to information meets the requirements of the *Government Information (Public Access) Act 2009* (GIPA Act) and that responses to other requests for information are handled effectively. Access to information held by FACS may be made through either formal access applications or informal requests to FACS Head Office or the divisions where the information is held.

Access applications for information held by FACS divisions are processed by the Right to Information Unit of each division. Reviews were carried out within FACS divisions in accordance with section 7(3) of the GIPA Act during 2012–13 and information identified as government information held by FACS that should, in the public interest, be made publicly available is detailed below.

In 2012–13, FACS received a total of 687 formal access applications. This number includes withdrawn applications but not invalid applications. The following information under the headings of each division provides statistical information about formal access applications decided by each division, including numbers of applications refused, either wholly or in part, because the application was for disclosure of information not in the public's interest.

As agencies can make more than one decision in relation to a single access application, the statistical information about access applications – Clause 7(d) and Schedule 2 of GIPA Regulation (Tables A, B, D, E and F) may be different from the total number of applications received by the agency during the reporting year. Tables A, B, D, E and F refer to decisions made in the reporting year about access applications. Those decisions can be about applications received in the previous reporting year, but decided in the current reporting year.

Aboriginal Housing Office

The Aboriginal Housing Office (AHO) reviews the information on its website in accordance with the GIPA Act. This ensures that the information is informative, up to date and can be easily accessed by members of the public.

During 2012–13, AHO received one formal access application under the GIPA Act, where the applicant requested information relating to a tenancy matter with AHO. The application was not finalised during the reporting period.

Ageing, Disability and Home Care

1. Review of proactive release program – Clause 7(a) of GIPA Regulation

Ageing, Disability and Home Care (ADHC) regularly reviews its programs to ensure that information which is in the public interest and will assist people with disability and their carers with access to services is made publicly available.

ADHC also encourages members of the public to access information informally, including their own records and information about current disability services reforms, to assist them to make informed choices about the services they need. This includes providing:

- support and information services for individuals, families and carers
- information about sector reform and industry development programs for non government organisations
- events and communication programs
- policies, fact sheets, brochures, reports, manuals, plans and strategies
- other language publications and information for Aboriginal people
- Revised Agency Information Guide
- contact details
- media releases and news.

2. Number of access applications received – Clause 7(b) of GIPA Regulation

During the reporting period, ADHC received a total of 42 formal access applications (including withdrawn applications but not invalid applications).

3. Number of refused applications for Schedule 1 information – Clause 7(c) of GIPA Regulation

During the reporting period, ADHC refused two formal access applications because the information requested was referred to in Schedule 1 to the GIPA Act. Of the two applications, one was refused in full, and the other was refused in part.

4. Statistical information about access applications – Clause 7(d) and Schedule 2 of GIPA Regulation

Table A: Number of applications by type of applicant and outcome*

| | 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Members of Parliament | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Private sector business | 0 | 2 | 0 | 2 | 0 | 0 | 0 | 0 |
| Not-for-profit organisations or community groups | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 |
| Members of the public (application by legal representative) | 3 | 3 | 1 | 0 | 0 | 1 | 0 | 0 |
| Members of the public (other) | 14 | 4 | 0 | 4 | 0 | 0 | 0 | 3 |

*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 B.

Table B: Number of applications by type of application and outcome

| | 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* | 14 | 4 | 1 | 3 | 0 | 0 | 0 | 2 |
| Access applications (other than personal information applications) | 2 | 3 | 0 | 2 | 1 | 0 | 0 | 0 |
| Access applications that are partly personal information applications and partly other | 1 | 3 | 0 | 1 | 0 | 1 | 0 | 1 |

*A *personal information application* is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

| Reason for invalidity | Number of applications |
|---|------------------------|
| Application does not comply with formal requirements (section 41 of the Act) | 3 |
| Application is for excluded information of the agency (section 43 of the Act) | 0 |
| Application contravenes restraint order (section 110 of the Act) | 0 |
| Total number of invalid applications received | 3 |
| Invalid applications that subsequently became valid applications | 0 |

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

| | Number of times consideration used* |
|---|-------------------------------------|
| Overriding secrecy laws | 0 |
| Cabinet information | 0 |
| Executive Council information | 0 |
| Contempt | 0 |
| Legal professional privilege | 1 |
| Excluded information | 0 |
| Documents affecting law enforcement and public safety | 0 |
| Transport safety | 0 |
| Adoption | 0 |
| Care and protection of children | 1 |
| Ministerial code of conduct | 0 |
| Aboriginal and environmental heritage | 0 |

*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 E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

| | Number of occasions when application not successful |
|--|---|
| Responsible and effective government | 1 |
| Law enforcement and security | 0 |
| Individual rights, judicial processes and natural justice | 7 |
| Business interests of agencies and other persons | 3 |
| Environment, culture, economy and general matters | 0 |
| Secrecy provisions | 0 |
| Exempt documents under interstate Freedom of Information legislation | 0 |

Table F: Timeliness

| | Number of applications |
|--|------------------------|
| Decided within the statutory timeframe (20 days plus any extensions) | 29 |
| Decided after 35 days (by agreement with applicant) | 9 |
| Not decided within time (deemed refusal) | 0 |
| Total | 38 |

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

| | Decision varied | Decision upheld | Total |
|--|-----------------|-----------------|----------|
| Internal review | 0 | 0 | 0 |
| Review by Information Commissioner* | 0 | 0 | 0 |
| Internal review following recommendation under section 93 of the Act | 1 | 1 | 2 |
| Review by Administrative Decisions Tribunal (ADT) | 1 | 1 | 2 |
| Total | 2 | 2 | 4 |

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation 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 H: Applications for review under Part 5 of the Act (by type of applicant)

| | Number of applications for review |
|---|-----------------------------------|
| Applications by access applicants | 3 |
| Applications by persons to whom information the subject of access application relates (see section 54 of the Act) | 1 |

Community Services

1. Review of proactive release program – Clause 7(a) of GIPA Regulation

Community Services has a year round program for the proactive release of non personal information, the principal avenue being its website, www.community.nsw.gov.au

In addition, regular hard and soft copy newsletters are circulated to its stakeholders and brochures and factsheets are provided to its clients.

In June 2013 each branch of Community Services was required to review its non personal unpublished information to identify any additional material for proactive release. As a result, copies of Community Services' historic annual reports for the period 1906 to 2009 have been made available for interested members of the public at www.OpenGov.nsw.gov.au (excluding the years 1909–11, 1913 and 1989–2001).

The core business of Community Services is child protection – working with vulnerable children and families. Quarterly and annual statistical reports about this work are published on its website.

However, as the majority of records created by Community Services contain personal information about the children and their families, it is not appropriate to make this type of personal information publicly available under the GIPA Act and NSW privacy legislation. Community Services also funds non government agencies to provide services for the community. Information and policy documents about these programs and the associated funding processes are available at its website.

2. Number of access applications received – Clause 7(b) of GIPA Regulation

During the reporting period, Community Services received a total of 426 formal access applications (including withdrawn applications but not invalid applications).

3. Number of refused applications for Schedule 1 information – Clause 7(c) of GIPA Regulation

During the reporting period, Community Services refused a total of 254 formal access applications because the information requested was information referred to in Schedule 1 to the GIPA Act. Of those applications, 4 were refused in full, and 250 were refused in part.

4. Statistical information about access applications – Clause 7(d) and Schedule 2 of GIPA Regulation

| Table A: Number of applications by type of applicant and outcome* | | | | | | | | |
|---|------------------------|------------------------|------------------------|----------------------|-------------------------------|---------------------------------|--|-----------------------|
| | 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Members of Parliament | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Private sector business | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Not-for-profit organisations or community groups | 1 | 12 | 0 | 1 | 0 | 0 | 0 | 2 |
| Members of the public (application by legal representative) | 0 | 210 | 2 | 16 | 0 | 0 | 1 | 11 |
| Members of the public (other) | 5 | 63 | 5 | 15 | 0 | 0 | 4 | 27 |

* 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 B.

| Table B: Number of applications by type of application and outcome | | | | | | | | |
|--|------------------------|------------------------|------------------------|----------------------|-------------------------------|---------------------------------|--|-----------------------|
| | 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* | 6 | 283 | 6 | 30 | 0 | 0 | 5 | 40 |
| Access applications (other than personal information applications) | 0 | 1 | 1 | 2 | 0 | 0 | 0 | 1 |
| Access applications that are partly personal information applications and partly other | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |

* A *personal information application* is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

| Table C: Invalid applications | |
|---|------------------------|
| Reason for invalidity | Number of applications |
| Application does not comply with formal requirements (section 41 of the Act) | 93 |
| Application is for excluded information of the agency (section 43 of the Act) | 0 |
| Application contravenes restraint order (section 110 of the Act) | 0 |
| Total number of invalid applications received | 93 |
| Invalid applications that subsequently became valid applications | 45 |

| Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act | |
|---|-------------------------------------|
| | Number of times consideration used* |
| Overriding secrecy laws | 0 |
| Cabinet information | 0 |
| Executive Council information | 0 |
| Contempt | 0 |
| Legal professional privilege | 14 |
| Excluded information | 0 |
| Documents affecting law enforcement and public safety | 0 |
| Transport safety | 0 |
| Adoption | 1 |
| Care and protection of children | 246 |
| Ministerial code of conduct | 0 |
| Aboriginal and environmental heritage | 0 |

* 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 E.

| Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act | |
|--|---|
| | Number of occasions when application not successful |
| Responsible and effective government | 217 |
| Law enforcement and security | 4 |
| Individual rights, judicial processes and natural justice | 244 |
| Business interests of agencies and other persons | 5 |
| Environment, culture, economy and general matters | 0 |
| Secrecy provisions | 0 |
| Exempt documents under interstate Freedom of Information legislation | 0 |

| Table F: Timeliness | |
|--|------------------------|
| | Number of applications |
| Decided within the statutory timeframe (20 days plus any extensions) | 254 |
| Decided after 35 days (by agreement with applicant) | 3 |
| Not decided within time (deemed refusal) | 78 |
| Total | 335 |

| Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome) | | | |
|--|-----------------|-----------------|----------|
| | Decision varied | Decision upheld | Total |
| Internal review | 2 | 2 | 4 |
| Review by Information Commissioner* | 1 | 0 | 1 |
| Internal review following recommendation under section 93 of the Act | 0 | 0 | 0 |
| Review by ADT | 0 | 0 | 0 |
| Total | 3 | 2 | 5 |

* The Information Commissioner does not have the authority to vary decisions, but can make recommendation 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 H: Applications for review under Part 5 of the Act (by type of applicant)

| | Number of applications for review |
|---|-----------------------------------|
| Applications by access applicants | 16 |
| Applications by persons to whom information the subject of access application relates (see section 54 of the Act) | 0 |

Housing NSW

1. Review of proactive release program – Clause 7(a) of the GIPA Regulation

Housing NSW (HNSW) conducts regular reviews to consider the proactive release requirements in accordance with Section 7(3) of the GIPA Act. In 2012–13 HNSW made the following information publicly available as part of its proactive release requirements:

- Reports, Plans and Papers Overview
- Policies
- News and Newsletters Overview
- Expected Waiting Times Overview
- Statistical Supplement.

2. Number of access applications received – Clause 7(b) of the GIPA Regulation

During the reporting period, HNSW received a total of 217 formal access applications (including withdrawn applications but not invalid applications).

3. Number of refused applications for Schedule 1 information – Clause 7(c) of the GIPA Regulation

During the reporting period, HNSW refused three formal access applications because the information requested was referred to in Schedule 1 of the GIPA Act. Of the three applications, none were refused in full and three were refused in part.

4. Statistical information about access applications – Clause 7(d) and Schedule 2 of GIPA Regulation

Table A: Number of applications by type of applicant and outcome*

| | 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 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 |
| Members of Parliament | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Private sector business | 2 | 0 | 1 | 3 | 0 | 0 | 0 | 0 |
| Not-for-profit organisations or community groups | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| Members of the public (application by legal representative) | 21 | 105 | 1 | 4 | 0 | 1 | 0 | 3 |
| Members of the public (other) | 12 | 37 | 3 | 6 | 0 | 1 | 0 | 1 |

* 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 B.

Table B: Number of applications by type of application and outcome

| | 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* | 33 | 142 | 4 | 5 | 0 | 2 | 0 | 4 |
| Access applications (other than personal information applications) | 2 | 3 | 1 | 7 | 0 | 1 | 0 | 0 |
| Access applications that are partly personal information applications and partly other | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 |

* A *personal information application* is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

| Reason for invalidity | Number of applications |
|---|------------------------|
| Application does not comply with formal requirements (section 41 of the Act) | 82 |
| Application is for excluded information of the agency (section 43 of the Act) | 0 |
| Application contravenes restraint order (section 110 of the Act) | 0 |
| Total number of invalid applications received | 82 |
| Invalid applications that subsequently became valid applications | 35 |

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

| | Number of times consideration used* |
|---|-------------------------------------|
| Overriding secrecy laws | 0 |
| Cabinet information | 0 |
| Executive Council information | 0 |
| Contempt | 0 |
| Legal professional privilege | 1 |
| Excluded information | 0 |
| Documents affecting law enforcement and public safety | 0 |
| Transport safety | 0 |
| Adoption | 0 |
| Care and protection of children | 2 |
| Ministerial code of conduct | 0 |
| Aboriginal and environmental heritage | 0 |

*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 E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

| | Number of occasions when application not successful |
|--|---|
| Responsible and effective government | 79 |
| Law enforcement and security | 1 |
| Individual rights, judicial processes and natural justice | 147 |
| Business interests of agencies and other persons | 0 |
| Environment, culture, economy and general matters | 0 |
| Secrecy provisions | 0 |
| Exempt documents under interstate Freedom of Information legislation | 0 |

Table F: Timeliness

| | Number of applications |
|--|------------------------|
| Decided within the statutory timeframe (20 days plus any extensions) | 198 |
| Decided after 35 days (by agreement with applicant) | 0 |
| Not decided within time (deemed refusal) | 7 |
| Total | 205 |

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

| | Decision varied | Decision upheld | Total |
|--|-----------------|-----------------|----------|
| Internal review | 0 | 3 | 3 |
| Review by Information Commissioner* | 1 | 1 | 2 |
| Internal review following recommendation under section 93 of Act | 0 | 0 | 0 |
| Review by ADT | 1 | 0 | 1 |
| Total | 2 | 4 | 6 |

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation 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 H: Applications for review under Part 5 of the Act (by type of applicant)

| | Number of applications for review |
|---|-----------------------------------|
| Applications by access applicants | 5 |
| Applications by persons to whom information the subject of access application relates (see section 54 of the Act) | 0 |

3.15 Public interest disclosures

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

The policy is available to staff on the FACS intranet. The department's Public Interest Disclosures Officers are also identified on the intranet. This list of disclosure officers will continue to be reviewed to ensure that it is representative of FACS structure and staff have access to a disclosure officer irrespective of their location or role.

Under the PID Act, we are required to report certain information. This information is in the table below.

| Public interest disclosures July 2012 to June 2013 | |
|--|--------|
| | Number |
| No. of public officials who made public interest disclosures | 4 |
| No. of public interest disclosures received | 5 |
| No. of public interest disclosures finalised | 4 |
| Disclosures received primarily about: | |
| Corrupt conduct | 4 |
| Maladministration | 1 |
| Serious and substantial waste | 0 |
| Government information contravention | 0 |

3.16 Internal audit and risk management

FACS Governance and assurance activities

Substantial progress was made in 2012–13 to establish a new Governance and Assurance directorate for FACS. This directorate amalgamates and strengthens the risk and audit capabilities of the department's divisions, and consists of four units:

- Internal Audit and Improvement
- Risk Management
- Governance Support
- Performance Improvement.

The directorate acts through the Chief Audit Executive (also the Executive Director, Governance and Assurance directorate) as an independent and objective review and advisory service to the Director-General and the Audit and Risk Committee (ARC). It provides assurance that the department's financial and operational controls (designed to manage risks and achieve objectives), are operating in an efficient, effective, ethical and legal manner and assist management in improving the department's business performance.

A shared arrangement was established between the department, the Home Care Service of NSW (HCS) and the Aboriginal Housing Office (AHO), which covers the Audit and Risk Committee, the internal audit function and the Chief Audit Executive.

In June and July 2012, the NSW Audit Office reviewed FACS compliance with over 200 specific requirements of the NSW Treasury's Internal Audit and Risk Management Policy (TPP 09–05) for the 2010–11 period. The Audit Office noted only four issues with FACS compliance. These issues have been resolved, and FACS complied with the core requirements of the Internal Audit and Risk Management Policy in 2012–13.

Audit and Risk Committee

The FACS ARC, established in May 2010, met six times in 2012–13 to oversee audit, risk and other governance functions for the department.

The committee consists of three independent members with extensive experience in audit and risk management and two FACS senior executives (with one position being vacant during the year).

Representatives from the NSW Audit Office and senior FACS management, including the Director-General, Chief Audit Executive, Deputy Director-General Corporate Services, Deputy Director-General Strategy and Policy, Chief Executive NSW Businesslink and the Chief Financial Officer regularly attended ARC meetings to provide status updates and reports.

In 2012–13 the ARC reviewed and endorsed the:

- ARC charter
- internal audit charter and manual
- three year *Strategic Audit Plan for 2012–15*
- finding and recommendations of 39 internal audit reports
- 2011–12 financial statements.

It also:

- reviewed progress on the development of the risk management framework
- monitored implementation of recommendations relating to external audit issues and major internal audit matters
- reviewed the legislative compliance assessment and certification report for 2011–12
- reviewed fraud and corruption disclosures and related risks
- received presentations on the key business activities and risks from the Director-General, the Chief Executives of each FACS division, the Deputy Director-General Corporate Services and Deputy Director-General Strategy and Policy.

Internal audit

The risk based, strategic three year *Internal Audit Plan for 2012–2015* was developed and approved by the ARC to provide assurance over the processes and controls in place to manage risk and improve governance across the department. The audit projects are delivered through a co-sourced arrangement between the in-house internal audit team and the contracted service providers (KPMG and Deloitte).

The Chief Audit Executive (CAE) reports to the ARC and Executive Committee meetings on the status of the *Strategic Audit Plan*, as well as the findings and recommendations of completed audit projects.

Thirty-nine internal audit reports were completed in 2012–13, which were endorsed by the relevant division and/or FACS Executive, and the ARC.

Performance audits completed

- Complaints process improvement (Ageing, Disability and Home Care [ADHC]): The objective was to review the complaints management process, assess its effectiveness and make recommendations to improve the process. In response to the audit findings, improvements are being made to the ADHC complaints management approach, and department wide implications for FACS consideration were also identified and are being developed.
- Incident management and reporting practices (ADHC): An Incident Management and Reporting Framework was developed in response to the audit findings about the end-to-end incident management and reporting processes and practices within Accommodation and Respite, HCS, Community Access and large residential centres. In response to the audit findings, improvements are being made to ADHC and FACS wide processes and systems.
- Non government organisation (NGO) management (ADHC):
 - Phase 1: Regional implementation of the Risk Identification and Monitoring Guidelines
 - Phase 2: Regional escalation and resolution mechanisms for significant NGO performance management issues, and identification of a process for effective implementation of the NGO Governance Framework in all regions.
- Analysis of the systemic issues underlying claims and incidents involving assaults on staff (ADHC).
- Business Impact Analysis update for Business Continuity Management (ADHC).
- Staff Household Management Review (ADHC) to streamline administrative and reporting processes in group homes and to improve the efficiency and effectiveness of the staff and household management system. The recommendations arising from this review are currently being implemented.

Complex compliance and project assurance reviews completed

- FACS Financial Statement Close Process Phase 2 (FACS)
- Enterprise Program Management Office – Risk Management Assessment (Corporate Services Division)
- Single Enterprise Resource Program (ERP) Governance Risk Assessment (Corporate Services Division)
- Single ERP process controls assessment program (Corporate Services Division)
- Women NSW Procurement and Contract Management (Strategy and Policy Division)
- Records Keeping Management (ADHC)
- Assist Program – User Acceptance Testing assessment (Community Services [CS])
- CS readiness for accreditation as a designated agency for the provision of Out-of-Home Care (CS)
- Information Security Management System – current state assessment (CS)

- Victims' compensation claims handling (CS) – the results of which are being considered in line with proposed changes to the NSW Victims Compensation Scheme put forward by the Department of Attorney General and Justice (DAGJ)
- Project management and governance controls for two major projects (CS):
 - increase number of adoptions and sole parental responsibility
 - enhance Aboriginal consultation process for Protecting Aboriginal Children Together (PACT)
- Control of data quality in the KiDS IT application (CS)
- New process improvements for the KiDS Core Design Update (CS)
- Development of data analytics procedures to allow for the identification of potential data anomalies and trends for Out-of-Home Care payments (CS)
- Regional administrative support business processes review which included credit cards, procurement, timesheets, fleet management and Out-of-Home Care payment processing (CS)
- Staff recruitment and retention (CS)
- Follow up vehicle fleet review and fleet management audits (CS)
- Registrar of Community Housing – compliance assessment framework review (Housing NSW [HNSW])
- HOMES (IT system) business processes (HNSW)
- Workers compensation wage declaration (HNSW)
- Adequacy and operating effectiveness of processes and controls in relation to access and usage of Roads and Maritime Services' DRIVES24 system (HNSW)
- IT systems disaster recovery planning (HNSW)
- Businesslink relationship and Internal AHO fiduciary controls
- Repairs and Maintenance Community Assets program (RaMCAP) acquittal (AHO)
- Management of Commonwealth Rent Assistance (CRA) for AHO properties
- Stocktake of service agreement with HNSW (AHO).

In-house compliance audits completed

- Cash and cash equivalents (FACS)
- Groceries in group homes and large residential centres (ADHC)
- Rostering administration (ADHC)
- Post implementation review of salary overpayment prevention and recovery strategies (ADHC)
- Planning, budgeting and forecasting framework implementation readiness review (ADHC)
- Review of the Support Services Governance Program (ADHC).

Other major projects

Internal Audit has undertaken other work across the organisation on high risk matters to inform business practices and improvements. This work includes a report on the prevention of abuse and safeguarding mechanisms in ADHC and two audits which are in progress on the management of allegations of child sexual abuse.

Risk management

FACS considers risk management to be an essential attribute to achieve sound governance and effective organisational performance and is committed to ensuring risk is effectively managed throughout the department.

Initiatives throughout the year to enhance risk management included:

- development of a principles-based risk management framework, which places the client at the centre, encourages thinking and streamlines risk management processes and activities across the department. The framework is supported by a structured risk management approach that meets the Treasury NSW policy requirements, and identifies the core risks of the department, actively manages risks and defines the department's risk appetite as well as ownership of risk. The framework development involved the following:
 - a FACS wide survey of staff to assess risk culture and the effectiveness of risk systems
 - selected interviews with key stakeholders to confirm survey findings
 - assessment of FACS risk management maturity
 - development of key risk management principles and a project plan for implementation in 2013–14
 - development of risk assessment criteria to enable comparison of risk across FACS
- incorporation of risk management into business planning and program management processes to allow for the assessment, evaluation, treatment and ongoing monitoring of risks
- review of divisional strategic risk registers
- risk reporting, including:
 - a Risk Hotline Dashboard which will report on key risk areas across FACS
 - a FACS wide reporting and monitoring system for recommendations arising from Ombudsman reports. Work includes processes to ensure that actions to address recommendations are implemented in a timely manner and the reporting on the status of Ombudsman matters as a part of reports to the Executive.

FACS has a Business Continuity Management Policy and Framework. Throughout 2012–13 further work continued to implement and promote business continuity frameworks across FACS including:

- updating the business impact analysis for ADHC
- a comprehensive review of business continuity planning in HNSW
- initiation of internal audits to review FACS wide business continuity management systems and review of information technology and disaster recovery capability
- developing a new Memorandum of Understanding between FACS and the Ministry of Police and Emergency Services (MPES) to establish roles and responsibilities of FACS and MPES regarding the provision of welfare services to the community in the event of a disaster.

Governance support

In 2012–13 a Governance Education program was developed, in consultation with the FACS learning and development units, and with the assistance of the Australian Institute of Company Directors.

The program has two components:

- Executive Governance Education program, to be delivered to 100 FACS executive staff and members of the ARC, the AHO Board and other relevant committee members
- Public Sector Governance program, to be delivered to 400 FACS senior and middle managers.

The successful pilot of both programs was undertaken during June 2013.

The Governance Education program, to be delivered in 2013–15, is critical to the continued development and improvement of senior managers' capabilities in the areas of governance, financial acumen, ethics, risk and strategy. These key public sector management capabilities are recognised in the NSW Executive Capability Framework, the Public Sector Commission Executive Development Strategy and the *NSW Commission of Audit Interim Report – Public Sector Management 2012* (Schott report).

Other key governance support activities in 2012–13 included:

- implementation of a FACS wide annual legislative compliance certification and reporting process, to support the certification of the FACS financial statements and ensure compliance with the Treasury Policy Paper TPP 09-05
- rollout of the Fraud and Corruption Prevention Awareness Training program to more than 2,500 staff across ADHC
- ongoing development of the Continuous Auditing and Monitoring program in ADHC to identify exceptions in IT systems data that could involve potential non-compliance and fraudulent or corrupt actions
- compliance testing of internal controls in key risk areas of corporate policy and procedural requirements across all ADHC business units in May 2013 through a control self assessment program (the Support Services Governance program). An overall compliance rate of 93 percent was reported which is well above the established benchmark of 70 percent. The rollout of this program across FACS will be considered during 2013–14.

FACS insurance arrangements

The FACS cluster, including the department, the HCS and the AHO, has insurance policies with the NSW Government's self insurance scheme, the Treasury Managed Fund, covering public liability, property, workers compensation, motor vehicle insurance and miscellaneous areas.

The total cost of the insurance premiums for 2012–13 was \$58.1 million. This was an increase of 11.2 percent (\$5.8 million) compared to the previous year. The main reason for this was a 13.1 percent (\$6 million) increase in workers compensation premiums, predominantly due to an increase in the number of claims and increase in average value of claims.

In addition, the premium for property insurance increased by 16 percent (\$100,000), largely due to the increased value of property insured, while the motor vehicle insurance premium reduced by 8.9 percent (\$362,000), mainly due to lower claims experience.

Attestation statements

On the following pages are attestation statements for the Department of Family and Community Services, Aboriginal Housing Office and Home Care Service of NSW.



Internal Audit and Risk Management Attestation for the 2012-2013 Financial Year for Family and Community Services

I, Michael Coutts-Trotter, Director-General of the Department of Family and Community Services, am of the opinion that the Department of Family and Community Services has internal audit and risk management processes in operation that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 Internal Audit and Risk Management Policy.

I, Michael Coutts-Trotter, Director-General of the Department of Family and Community Services, am of the opinion that the Audit and Risk Committee for the Department of Family and Community Services is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The Chair and Members of the Audit and Risk Committee in 2012-13 were:

- Independent Chair, Mr Alexander Stewart Smith, 14 June 2010 to 31 December 2013 (then continue as an Independent Member till 30 June 2015)
- Independent Member 1, Ms Carol Holley, 14 June 2010 to 13 June 2014
- Independent Member 2, Mr Terry Barnes, 14 June 2010 to 13 June 2014
- Non-independent Member 1, Ms Maree Walk, 2 March 2012 up to four years

These processes provide a level of assurance that enables the senior management of the department to understand, manage and satisfactorily control risk exposures.

As required by the policy, I have submitted an Attestation Statement outlining compliance with the policy to Treasury on behalf of the Treasurer.

Michael Coutts-Trotter,
Director-General

6 September 2013

Contact Officer:

Helene Orr,
Chief Audit Executive,
August 2013



Internal Audit and Risk Management Attestation for the 2012-2013 Financial Year for Aboriginal Housing Office

I, Michelle Craig, Chair of the Aboriginal Housing Office Board, am of the opinion as advised by the Family and Community Services Governance and Assurance Directorate, that Aboriginal Housing Office has internal audit and risk management processes in operation that are, excluding the exceptions described below, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*.

I, Michelle Craig, Chair of the Aboriginal Housing Office Board, am of the opinion as advised by the Family and Community Services Governance and Assurance Directorate, that the internal audit and risk management processes for Aboriginal Housing Office depart from the following core requirements set out in Treasury Circular TC 09/08 and that (a) the circumstances giving rise to these departures have been determined by the Portfolio Minister and (b) Aboriginal Housing Office has implemented the following alternative measures that will achieve a level of assurance equivalent to the requirement :

| Ministerially Determined Departure | Reason for Departure and Description of Practicable Alternative Measures Implemented |
|---|---|
| <p>Core Requirement 1</p> <p>The Chief Audit Executive (CAE) is to be appointed for the statutory body namely Aboriginal Housing Office (Clauses 1.3.1 and 1.3.3) The CAE is to report administratively to the governing board of the statutory body (Clauses 1.3.2, 1.4.1 and 1.5.2). The governing board of the statutory body is to consult ARC in appointing or removing CAE (Clause 1.3.4)</p> <p>The governing board of the statutory board must ensure that the internal audit function has an approved charter developed by CAE (Clause 1.4)</p> | <p>As the statutory body, the Aboriginal Housing Office has adopted a shared arrangement with the principal department, the Department of Family and Community Services, the CAE of the Department is acting as the CAE for the statutory body. The application for the exemption from the relevant clauses is included in the application for shared arrangement pending with Treasury.</p> <p>The Internal Audit Charter is under revision to give effect to the shared arrangements pending Treasury approval</p> |
| <p>The Minister for Family and Community Services has determined:</p> <p>That, for the purposes of its audit and risk functions, Aboriginal Housing Office is considered a participating entity in the shared arrangement with the principal department, the Department of Family and Community. The CAE appointed by the Department of Family and Community Services to act also as CAE for the statutory body, Aboriginal Housing Office. Pending approval of the revision of the internal audit charter, the internal audit charter of the Department of Family and Community Services is to be used. This exception is to be regarded as permanent until the time the formal approval is received from Treasury for the shared arrangements.</p> | |
| <p>Core Requirement 2</p> <p>The governing board of the statutory body must establish an Audit & Risk Committee (ARC) to oversee and monitor governance, risk and control issues affecting the operations of the department.</p> | <p>The strict application of the Policy (TPP 09-05) would mean separate audit and risk management committee for Aboriginal Housing Office unless the shared arrangement with the principal department, Department of Family and Community Services is approved by Treasury in terms of Treasury Policy TPP 12-04 <i>Guidance on Shared Arrangements and Subcommittees for Audit and Risk Committees</i> issued in August 2013.</p> <p>The Aboriginal Housing Office is closely managed by the Department of Family and Community Services, and as such it is not considered value for money to have a separate Audit and Risk Committee. The application for shared arrangement in terms of Treasury Policy TPP 12-04 has been made to Treasury on 13 August 2013 and is awaiting their approval.</p> |

| | |
|---|--|
| <p>The Minister for Family and Community Services has determined:</p> <p>That, for the purposes of its audit and risk functions, Aboriginal Housing Office is considered a participating entity in the shared arrangement with the principal department, the Department of Family and Community. This exception is to be regarded as permanent until the time the formal approval is received from Treasury for the shared arrangements.</p> | |
| <p>Core Requirement 3</p> <p>The governing board of the statutory body is to appoint independent chair and members of the Audit and Risk Committee (Clauses 3.2.1, 3.2.2 and 3.3.2).</p> | <p>As the statutory body, Aboriginal Housing Office is a participating entity in a shared arrangement for internal audit and risk management with Department of Family and Community Services, the ARC is a shared one, appointed by the principal department, Department of Family and Community Services. The new ARC structure is to be put in place after obtaining Treasury approval for shared arrangement.</p> |
| <p>The Minister for Family and Community Services has determined:</p> <p>That an exception is granted from the statutory body Aboriginal Housing Office from having separate ARC and appointing the Chair and Members. The statutory body will participate in the shared arrangement for internal audit and risk management led by the principal department, the Department of Family and Community Services. This exception is to be regarded as permanent until the time the formal approval is received from Treasury for the shared arrangements.</p> | |
| <p>Core Requirement 4</p> <p>The governing board of the statutory body must ensure that the Audit & Risk Committee has a charter (Clause 4.1.1).</p> <p>The CAE should report administratively to the governing board of the statutory body and functionally to the audit and risk committee. (Clause 4.3.2)</p> | <p>The new charter for Risk & Audit Committee for a shared arrangement is pending approval of Treasury for Shared Arrangement</p> <p>As the statutory body, Aboriginal Housing Office is participating in a shared arrangement for internal audit and risk management with Department of Family and Community Services, the CAE is appointed by the principal department, Department of Family and Community Services.</p> |
| <p>The Minister for Family and Community Services has determined:</p> <p>That an exception is granted from the statutory body, Aboriginal Housing Office from having the CAE to report administratively to its governing board. The statutory body participates in the shared arrangement for internal audit and risk management led by the principal department, the Department of Family and Community Services. This exception is to be regarded as permanent until the time the formal approval is received from Treasury for the shared arrangements.</p> | |


These processes including the practical alternative measures implemented provide a level of assurance that enables the senior management of the Aboriginal Housing Office to understand, manage and satisfactorily control risk exposures.

I, Michelle Craig, Chair of the Aboriginal Housing Office Board, am of the opinion as advised by the Family and Community Services Governance and Assurance Directorate, that the Audit and Risk Committee of the Department of Family and Community Services, the principal department with which the Aboriginal Housing Office has a shared arrangement operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The Chair and Members of the Audit and Risk Committee of the Department of Family and Community Services are:

- Independent Chair, Mr Alexander Stewart Smith, 14 June 2010 to 31 December 2013 (then continue as an Independent Member until 30 June 2015)
- Independent Member 1, Ms Carol Holley, 14 June 2010 to 13 June 2014
- Independent Member 2, Mr Terry Barnes, 14 June 2010 to 13 June 2014
- Non-independent Member 1, Ms Maree Walk, 2 March 2012 up to four years

As required by the policy, I have submitted an Attestation Statement outlining compliance with exceptions with the policy in respect of the above entities to the Treasury on behalf of the Treasurer.

Michelle Craig,
Chair of the Aboriginal Housing Office Board
Aboriginal Housing Office



21 October 2013

Contact Officer

Helene Orr, Chief Audit Executive, Executive Director Governance and
Assurance, Department of Family and Community Services
Telephone: 02 9716 2702



Home Care Service of NSW

ABN 40 572 876 701

Internal Audit and Risk Management Attestation for the 2012-2013 Financial Year for Home Care Service of New South Wales

I, Michael Coutts-Trotter, Director General, Department of Family and Community Services on behalf of the Home Care Service of New South Wales, am of the opinion that the Home Care Service of New South Wales has internal audit and risk management processes in operation that are, excluding the exceptions described below, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*.

I, Michael Coutts-Trotter, Director General, Department of Family and Community Services on behalf of the Home Care Service of New South Wales, am of the opinion that the internal audit and risk management processes for the Home Care Service of New South Wales depart from the following core requirements set out in Treasury Circular TC 09/08 and that (a) the circumstances giving rise to these departures have been determined by the Portfolio Minister and (b) Home Care Service of New South Wales has implemented the following alternative measures that will achieve a level of assurance equivalent to the requirement :

| Ministerially Determined Departure | Reason for Departure and Description of Practicable Alternative Measures Implemented |
|---|---|
| <p>Core Requirement 1</p> <p>The Chief Audit Executive (CAE) is to be appointed for the statutory body namely the Home Care Service of New South Wales (Clauses 1.3.1 and 1.3.3) The CAE is to report administratively to the governing board of the statutory body (Clauses 1.3.2, 1.4.1 and 1.5.2). The governing board of the statutory body is to consult ARC in appointing or removing CAE (Clause 1.3.4)</p> <p>The governing board of the statutory board must ensure that the internal audit function has an approved charter developed by CAE (Clause 1.4)</p> | <p>As the statutory body, the Home Care Service of New South Wales has adopted a shared arrangement with the principal department, the Department of Family and Community Services, the CAE of the Department is acting as the CAE for the statutory body. The application for the exemption from the relevant clauses is included in the application for shared arrangement pending with Treasury.</p> <p>The Internal Audit Charter is under revision to give effect to the shared arrangements pending Treasury approval</p> |
| <p>The Minister for Family and Community Services has determined:</p> <p>That, for the purposes of its audit and risk functions Home Care Service of New South Wales is considered a participating entity in the shared arrangement with the principal department, the Department of Family and Community Services to act also as CAE for the statutory body, Home Care Service of New South Wales. Pending approval of the revision of the internal audit charter, the internal audit charter of the Department of Family and Community Services is to be used. This exception is to be regarded as permanent until the time the formal approval is received from Treasury for the shared arrangements.</p> | |
| <p>Core Requirement 2</p> <p>The governing board of the statutory body must establish an Audit & Risk Committee (ARC) to oversee and monitor governance, risk and control issues affecting the operations of the department.</p> | <p>The strict application of the Policy (TPP 09-05) would mean separate audit and risk management committee for Home Care Service of New South Wales unless the shared arrangement with the principal department, Department of Family and Community Services is approved by Treasury in terms of Treasury Policy TPP 12-04 <i>Guidance on Shared Arrangements and Subcommittees for</i></p> |



Family & Community Services
Ageing, Disability & Home Care

The Home Care Service of NSW is a business of Ageing, Disability and Home Care, Department of Family and Community Services NSW and is funded by the Home and Community Care program, a NSW and Australian Government initiative to help people in need.

| | |
|--|--|
| | <p><i>Audit and Risk Committees</i> issued in August 2013.</p> <p>The Home Care Service of New South Wales is closely managed by the Department of Family and Community Services, and as such it is not considered value for money to have a separate Audit and Risk Committee. The application for shared arrangement in terms of Treasury Policy TPP 12-04 has been made to Treasury on 13 August 2013 and is awaiting their approval.</p> |
| <p>The Minister for Family and Community Services has determined:</p> <p>That, for the purposes of its audit and risk functions, Home Care Service of New South Wales is considered a participating entity in the shared arrangement with the principal department, the Department of Family and Community Services. This exception is to be regarded as permanent until the time the formal approval is received from Treasury for the shared arrangements.</p> | |
| <p>Core Requirement 3</p> <p>The governing board of the statutory body is to appoint independent chair and members of the Audit and Risk Committee (Clauses 3.2.1, 3.2.2 and 3.3.2).</p> | <p>As the statutory body, Home Care Service of New South Wales is a participating entity in a shared arrangement for internal audit and risk management with Department of Family and Community Services, the ARC is a shared one, appointed by the principal department, Department of Family and Community Services. The new ARC structure is to be put in place after obtaining Treasury approval for shared arrangement.</p> |
| <p>The Minister for Family and Community Services has determined:</p> <p>That an exception is granted from the statutory body Home Care Service of New South Wales from having separate ARC and appointing the Chair and Members. The statutory body will participate in the shared arrangement for internal audit and risk management led by the principal department, the Department of Family and Community Services. This exception is to be regarded as permanent until the time the formal approval is received from Treasury for the shared arrangements.</p> | |
| <p>Core Requirement 4</p> <p>The governing board of the statutory body must ensure that the Audit & Risk Committee has a charter (Clause 4.1.1).</p> <p>The CAE should report administratively to the governing board of the statutory body and functionally to the audit and risk committee. (Clause 4.3.2)</p> | <p>The new charter for Risk & Audit Committee for a shared arrangement is pending approval of Treasury for Shared Arrangement</p> <p>As the statutory body, Home Care Service of New South Wales is participating in a shared arrangement for internal audit and risk management with Department of Family and Community Services, the CAE is appointed by the principal department, Department of Family and Community Services.</p> |
| <p>The Minister for Family and Community Services has determined:</p> <p>That an exception is granted from the statutory body, Home Care Service of New South Wales from having the CAE to report administratively to its governing board. The statutory body participates in the shared arrangement for internal audit and risk management led by the principal department, the Department of Family and Community Services. This exception is to be regarded as permanent until the time the formal approval is received from Treasury for the shared arrangements.</p> | |



Home Care Service of NSW

ABN 40 572 876 701

These processes including the practical alternative measures implemented provide a level of assurance that enables the senior management of the Home Care Service of New South Wales to understand, manage and satisfactorily control risk exposures.

I, Michael Coutts-Trotter, Director General, Department of Family and Community Services on behalf of Home Care Service of New South Wales, am of the opinion that the Audit and Risk Committee of the Department of Family and Community Services, the principal department with which Home Care Service of New South Wales has a shared arrangement operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The Chair and Members of the Audit and Risk Committee of the Department of Family and Community Services are:

- Independent Chair, Mr Alexander Stewart Smith, 14 June 2010 to 31 December 2013 (then continue as an Independent Member until 30 June 2015)
- Independent Member 1, Ms Carol Holley, 14 June 2010 to 13 June 2014
- Independent Member 2, Mr Terry Barnes, 14 June 2010 to 13 June 2014
- Non-independent Member 1, Ms Maree Walk, 2 March 2012 up to four years

I, Michael Coutts-Trotter, Director General, Department of Family and Community Services on behalf of the Home Care Service of New South Wales declare that this Internal Audit and Risk Management Attestation is made on behalf of the following controlled entities:

- Home Care Service Division.

As required by the policy, I have submitted an Attestation Statement outlining compliance with exceptions with the policy in respect of the above entities to the Treasury on behalf of the Treasurer.

Michael Coutts-Trotter
Director General,
Department of Family and Community Services (on behalf of the Home Care Service of New South Wales)

Contact Officer

Helene Orr, Chief Audit Executive, Executive Director Governance and Assurance, Department of Family and Community Services
Telephone: 02 9716 2702



**Family &
Community Services**
Ageing, Disability & Home Care

The Home Care Service of NSW is a business of Ageing, Disability and Home Care, Department of Family and Community Services NSW and is funded by the Home and Community Care program, a NSW and Australian Government initiative to help people in need.

3.17 Audit findings

The following significant findings of the Auditor-General will be reported in the Statutory Audit Report and Management Letter for the Department. Annual reports legislation requires the department to respond to all relevant matters raised in their annual report. The Governance matter below has also been raised in the Statutory Audit Reports for Home Care Service of NSW and the John Williams Memorial Charitable Trust.

Significant Matters

The following significant findings of the Auditor-General will be reported in the Statutory Audit Report and Management Letter. Annual reports legislation requires the department to respond to all relevant matters raised in their annual report.

Governance

Finding: During the financial year, the Minister for Family and Community Services, issued a significant direction to the former Director-General instructing him to immediately place on hold any transfer of money, people or assets to or from NSW Businesslink.

This matter needs to be resolved to remove any uncertainties. Going forward all Ministerial Directions should be actioned promptly by the department's executive officers and the Audit and Risk Committee should monitor compliance with these directions.

Management Response: FACS has sought clarity from the Minister on the transfer of money, people and assets to or from Businesslink. FACS continues to use shared services by Businesslink on a fee for services basis while a review of FACS shared services requirements and Businesslink's service model is completed. FACS has a process of receipting, actioning and monitoring all correspondence received by the department head.

Capital expenditure payments

Finding: The department has a contractual relationship with Landcom for it to procure property and develop infrastructure. The department can pay up to 80 percent of planned project expenditure in advance. At 30 June 2013, the department had paid approximately \$41 million to Landcom which was not supported by capital work-in-progress or completed work. I recommend management develops policies to effectively manage and monitor payments for capital projects.

Management Response: FACS has implemented improved reporting and arrangements for the level of funding paid to Urban Growth (Landcom) to be aligned with construction cash flow requirements.

3.18 Compliance with the *NSW Carers (Recognition) Act 2010*

FACS recognises the special contribution carers make in our society.

We have responsibility for leading the implementation of the *NSW Carers (Recognition) Act 2010* (the Act). The *NSW Carers (Recognition) Act 2010 Implementation Plan 2011–2014* provides a clear understanding of the obligations of public sector and human service agencies under this Act.

Actions and initiatives by FACS divisions to ensure compliance with the Act are detailed below.

FACS staff who are carers

FACS policies and practices regarding staff who are carers are in line with the NSW Government's policies and procedures around flexible work practices. These flexible work practices enable staff who are carers to achieve a work/family balance.

Ageing, Disability and Home Care

Ageing, Disability and Home Care (ADHC) has held briefings for directors and at team meetings to ensure staff are aware of and understand the NSW Carers Charter.

Disability system reforms

Initiatives currently being undertaken to enable people to participate fully in a disability system based on self directed supports and individualised arrangements in the National Disability Insurance Scheme (NDIS) reflect the NSW Carers Charter.

Under *Stronger Together 2*, the expansion and roll-out of recreation respite options reflect the extensive consultations with families and carers who told ADHC that they wanted respite options focusing on social inclusion through recreation and leisure activities. Recreation respite options support people with disability to participate in recreation activities of their choice in the broader community with their peers and people of like interests and also give their families and carers a break.

Consultations with stakeholders including Carers NSW were undertaken during the development of policies and initiatives that impact on carers.

Six of the people appointed under the *Ambassadors and Champions* initiative are carers of a person with disability (refer to 2.3 for further information on the *Ambassadors and Champions* initiative) and it is anticipated that more carers will be appointed to the roles in 2013–14.

The *My Choice Matters*, *NSW Consumer Development Fund* initiatives, the *Supported Decision-Making Pilot*, and the *Aboriginal Engagement Strategy* are also targeted to the carers of people with disability (refer to 2.3 for further information).

As part of the implementation of the Respite Assessment and Booking System, consultations were conducted with carers of people with disability accessing ADHC centre based respite to get a better understanding of the levels of stress they experience. To inform respite allocation this information was combined with an assessment of the level of support required for the person with disability.

To support the move to individualised funding and self-directed support options, consultations occurred with users of ADHC centre based respite to better understand their respite needs and how flexible respite could meet their current and future needs. The feedback will help ADHC to determine how best to support users as they transition to the new system.

In January 2012 a Medication Management Plan and Charts was issued for use in ADHC and non government centre based respite units. This was developed in response to carer and family concerns about completing multiple medication forms when accessing different respite services. Following initial implementation, further amendments were made in consultation with stakeholders including a representative of the NSW Ministerial Carers Advisory Council. The final amended forms were issued in December 2012.

Life skills and employment

Parents and carers continued to be involved in the school leaver assessment process. In addition parents and carers participated in planning their children's activities in the *Transition Support* project and also participated in the project evaluation.

Family Advocacy was funded to deliver *After School What Then* information sessions for school leavers and their families/carers to inform them about supports available for people with disability when they leave school.

Cultural diversity

Carers are represented on the Cultural Diversity External Advisory Group, which provides high level, strategic advice to inform ADHC policy and programs in relation to people with disability and their carers from a culturally and linguistically diverse background.

Consultation and liaison with carers

Consultation with carers regarding the development of these initiatives is primarily through the Ministerial Reference Group (MRG) on Person Centred Approaches. The MRG includes representatives from the NSW Carers Advisory Council as well as a number of carers of people with disability.

Businesslink⁵

- Staff were encouraged to attend one of the information sessions conducted throughout NSW by ADHC to develop an understanding of our obligations under the Act.
- All new employees in Businesslink were required to attend a formal induction which includes a condition of employment session outlining flexible work practices available to staff to achieve a work/life balance and to meet the varying needs of carers.
- Nominations for the NSW Carer Awards was publicised internally to seek nominations and raise awareness of carer initiatives.

Community Services

Consultation and liaison with carers

The Community Services intranet was updated to include the following information regarding carers:

- *NSW Carers (Recognition) Act 2010*
- Carers Advisory Council
- Who are Carers
- NSW Carers Charter
- What the Act means to staff
- What the Act means to managers.

Housing NSW

Assistance to carers

Housing NSW (HNSW) has a number of existing policies specifically designed to assist carers living in social housing or who work for HNSW. These include:

Respite care – HNSW has a range of policies to assist social housing tenants or applicants who stay in respite care. These include rent reduction where a social housing tenant or adult household member has to pay to stay in a respite care facility, and flexibility to allow applicants to reinstate their application if they did not respond to the attempts by HNSW to contact them while they were in respite care.

Extra bedroom entitlement policy – this policy entitles tenants with medical or disability needs to an extra bedroom (above their minimum bedroom entitlement) for the following reasons:

- storage space for medical equipment
- room for a family member or carer to stay when short term support is required due to hospitalisation or illness
- separate room for a partner if a disability or associated factor requires couples to sleep separately.

Aboriginal tenants and tenants from culturally and linguistically diverse backgrounds are entitled to an extra bedroom to allow for extended family carers or additional dependents such as grandchildren, nephews or nieces, who are likely to come into care and require extended family support.

HNSW engages with a range of peak bodies that represent non government organisations (NGOs) through the NGO reference group. This group was established to provide advice and feedback to HNSW on:

- feasibility and likely effectiveness of potential new products and initiatives as well as feedback during the implementation and evaluation of pilots, trials and new products
- strategic aspects of client focused policy development and implementation
- strategic aspects of operational policies
- aspects of state and national policy directions affecting housing.

Carers NSW have recently been extended an invitation to join the NGO reference group, as a representative specifically for carers. In addition to this, the Council on the Ageing is also represented at the meetings.

HNSW is also a partner in the NSW Young Carers Interagency Steering Committee, led by ADHC.

⁵ Reporting relates to FACS departmental staff who provided employee-related services to NSW Businesslink

3.19 Privacy management

Privacy management plan

During 2012–13 Ageing, Disability and Home Care (ADHC), Community Services (CS) and Housing NSW (HNSW) divisions maintained privacy management plans in accordance with the *Privacy and Personal Information Protection Act 1998* (PIIP Act) and the *Health Records and Information Privacy Act 2002*. It is proposed that a department wide privacy management plan be developed in 2013–14.

Measures undertaken during the reporting year include an initiative to revise the FACS standard privacy notifications to members of the public to support planning and coordination of services across FACS. An online learning module for staff dealing with privacy legislation has also been made available on the ADHC intranet site. CS conducted four training sessions for their managers and community services centres.

Internal reviews

The PIIP Act provides a formal scheme for managing privacy complaints relating to the conduct of FACS under this Act and the *Health Records and Information Privacy Act 2002*. This process, known as ‘internal review’, is provided for in section 53 of the PIIP Act.

During 2012–13 FACS received a total of 45 applications for internal review. These applications were reviewed and investigated by the department’s privacy contact officers.

Aboriginal Housing Office

In 2012–13 the Aboriginal Housing Office did not receive any privacy complaints.

Ageing, Disability and Home Care

In 2012–13 two internal review applications made under the *Privacy and Personal Information Protection Act 1998* were received by ADHC. Both applications were finalised during the year.

Applications for access to personal information and applications for amendment of records are usually managed by regional and local branch offices, particularly for clients and their families. The department’s Privacy Contact Officer provides assistance with such applications when required.

Community Services

During 2012–13, 38 applications for internal review were received by Community Services. At 30 June 2013, 27 applications were finalised and 11 were to be finalised in the following year.

During the reporting period, Community Services also received five applications to amend personal information and four of them were finalised in the year.

Home Care Service of NSW

In 2012–13 the Home Care Service of NSW did not receive any privacy complaints.

Housing NSW

Five applications for internal review were received by HNSW relating to conduct under the *Privacy and Personal Information Protection Act 1998*.

At 30 June 2013, four applications were finalised with one pending hearing at the Administrative Decisions Tribunal.

Strategy and Policy

In 2012–13 the Women NSW and the Carers, Ageing and Disability Inclusion directorates did not receive any privacy complaints.

3.20 Payment of accounts

The payment of accounts is closely monitored by each division and entity to ensure accounts are paid in accordance with NSW Treasury directions. Process improvements across the department are being undertaken to improve payment on time performance.

FACS payment of accounts for goods and services

Aged analysis at the end of each quarter. All figures in dollars unless otherwise indicated.

| Quarter | Current (i.e. within due date) | Less than 30 days overdue | Between 30 and 60 days overdue | Between 61 and 90 days overdue | More than 90 days overdue |
|---------------------------------|--------------------------------|---------------------------|--------------------------------|--------------------------------|---------------------------|
| All suppliers | | | | | |
| Sep-12 | 13,696,521.89 | 85,441.90 | 22,470.51 | 47,554.47 | 138,061.89 |
| Dec-12 | 1,722,654.37 | 23,870.76 | 4124.16 | 4071.62 | 158,046.74 |
| Mar-13 | 2,370,320.32 | 413,040.78 | 47,493.05 | 322,919.78 | 216,737.81 |
| Jun-13 | 9,248,362.60 | 252,721.55 | 98,711.61 | 8852.19 | 59,999.05 |
| Small business suppliers | | | | | |
| Sep-12 | 1,153,361.59 | 122.65 | 176.00 | – | 2053.43 |
| Dec-12 | 272,996.52 | 4385.69 | 100.00 | 53.60 | 2063.00 |
| Mar-13 | 553,396.15 | 52,751.09 | 3589.14 | 7008.46 | 4983.44 |
| Jun-13 | 2,379,352.36 | 6060.70 | 1531.16 | – | 1460.77 |

Note: Aboriginal Housing Office and Home Care Service of New South Wales are not included in the consolidated FACS figures and are reported separately below. NSW Businesslink figures are reported in the NSW Businesslink Annual Report.

Source: Department of Family and Community Services Consolidated Financial Statements.

Accounts due or paid within each quarter. All figures in dollars unless otherwise indicated.

| Measure | Sep-12 | Dec-12 | Mar-13* | Jun-13* |
|--|------------------|------------------|----------------|------------------|
| All suppliers | | | | |
| Number of accounts due for payment | 191,462 | 20,6501 | 177,287 | 173,641 |
| Number of accounts paid on time | 189,936 | 205,584 | 162,577 | 159,775 |
| Actual percentage of accounts paid on time (based on number of accounts) | 99% | 100% | 92% | 92% |
| Dollar amount of accounts due for payment | 1,211,621,986.52 | 1,381,604,428.32 | 909,302,212.82 | 1,423,285,356.49 |
| Dollar amount of accounts paid on time | 1,209,212,862.64 | 1,379,868,962.25 | 863,680,461.44 | 1,375,018,280.09 |
| Actual percentage of accounts paid on time (based on \$) | 100% | 100% | 95% | 97% |
| Number of payments for interest on overdue accounts | 0 | 0 | 13 | 149 |
| Interest paid on overdue accounts | 0 | 0 | 894.76 | 13,821.17 |
| Small business suppliers | | | | |
| Number of accounts due for payment to small businesses | 6591 | 5964 | 5150 | 5558 |
| Number of accounts due to small businesses paid on time | 6352 | 5830 | 3668 | 4539 |
| Actual percentage of small business accounts paid on time | 96% | 98% | 71% | 82% |
| Dollar amount of accounts due for payment to small businesses | 9,791,053.33 | 6,465,142.22 | 5,944,862.16 | 8,963,640.64 |
| Dollar amount of accounts due to small businesses paid on time | 9,644,494.56 | 6,276,178.09 | 4,197,791.20 | 6,919,319.58 |
| Actual percentage of small business accounts paid on time (based on \$) | 99% | 97% | 71% | 77% |
| Number of payments to small businesses for interest on overdue accounts | 0 | 0 | 13 | 149 |
| Interest paid to small businesses on overdue accounts | 0 | 0 | 894.76 | 13,821.17 |

* During the March and June 2013 quarters the department implemented new accounts payable processes which had an impact on the timing of payments resulting in penalty payments being paid to small business suppliers. Process improvements are being implemented to improve the timeliness of payments to suppliers.

Note: Aboriginal Housing Office and Home Care Service of New South Wales are not included in the consolidated FACS figures and are reported separately below. NSW Businesslink figures are reported in the NSW Businesslink Annual Report.

Source: Department of Family and Community Services Consolidated Financial Statements.

Aboriginal Housing Office payment of accounts for goods and services

Aged analysis at the end of each quarter. All figures in dollars unless otherwise indicated.

| Quarter | Current (i.e. within due date) | Less than 30 days overdue | Between 30 and 60 days overdue | Between 61 and 90 days overdue | More than 90 days overdue |
|---------------------------------|--------------------------------|---------------------------|--------------------------------|--------------------------------|---------------------------|
| All suppliers | | | | | |
| Sep-12 | 1911.76 | – | – | – | – |
| Dec-12 | 317.47 | – | – | – | – |
| Mar-13 | 152,710.64 | 605.79 | 15,000.00 | – | – |
| Jun-13 | 22,567.00 | 104,377.27 | – | – | – |
| Small business suppliers | | | | | |
| Sep-12 | – | – | – | – | – |
| Dec-12 | – | – | – | – | – |
| Mar-13 | 12,705.00 | – | – | – | – |
| Jun-13 | 1680.71 | – | – | – | – |

Source: Department of Family and Community Services Consolidated Financial Statements.

Accounts due or paid within each quarter. All figures in dollars unless otherwise indicated.

| Measure | Sep-12 | Dec-12 | Mar-13* | Jun-13* |
|--|---------------|---------------|---------------|---------------|
| All suppliers | | | | |
| Number of accounts due for payment | 565 | 404 | 444 | 608 |
| Number of accounts paid on time | 564 | 401 | 365 | 477 |
| Actual percentage of accounts paid on time (based on number of accounts) | 100% | 99% | 82% | 78% |
| Dollar amount of accounts due for payment | 17,169,472.71 | 10,075,937.48 | 22,068,465.69 | 24,241,960.54 |
| Dollar amount of accounts paid on time | 17,166,869.72 | 10,072,678.64 | 17,021,559.33 | 19,064,145.24 |
| Actual percentage of accounts paid on time (based on \$) | 100% | 100% | 77% | 79% |
| Number of payments for interest on overdue accounts | 0 | 0 | 0 | 1 |
| Interest paid on overdue accounts | 0 | 0 | 0 | 23.28 |
| Small business suppliers | | | | |
| Number of accounts due for payment to small businesses | 31 | 19 | 29 | 28 |
| Number of accounts due to small businesses paid on time | 31 | 19 | 23 | 22 |
| Actual percentage of small business accounts paid on time | 100% | 100% | 79% | 79% |
| Dollar amount of accounts due for payment to small businesses | 274,951.61 | 59,829.23 | 397,473.88 | 60,106.86 |
| Dollar amount of accounts due to small businesses paid on time | 274,951.61 | 59,829.23 | 391,648.88 | 56,326.82 |
| Actual percentage of small business accounts paid on time (based on \$) | 100% | 100% | 99% | 94% |
| Number of payments to small businesses for interest on overdue accounts | 0 | 0 | 0 | 1 |
| Interest paid to small businesses on overdue accounts | 0 | 0 | 0 | 23.28 |

* During the March and June 2013 quarters the department implemented new accounts payable processes which had an impact on the timing of payments resulting in penalty payments being paid to small business suppliers. Process improvements are being implemented to improve the timeliness of payments to suppliers.

Source: Department of Family and Community Services Consolidated Financial Statements.

Home Care Service of NSW payment of accounts for goods and services

Aged analysis at the end of each quarter. All figures in dollars unless otherwise indicated.

| Quarter | Current (i.e. within due date) | Less than 30 days overdue | Between 30 and 60 days overdue | Between 61 and 90 days overdue | More than 90 days overdue |
|---------------------------------|--------------------------------|---------------------------|--------------------------------|--------------------------------|---------------------------|
| All suppliers | | | | | |
| Sep-12 | 397,030.09 | 1458.13 | – | – | 2315.58 |
| Dec-12 | 206,699.28 | 2624.11 | – | – | 2315.58 |
| Mar-13 | 181,304.50 | 4887.43 | 328.68 | 9.68 | 2113.03 |
| Jun-13 | 634,589.88 | 9840.94 | 3324.57 | 665.90 | 2741.33 |
| Small business suppliers | | | | | |
| Sep-12 | 91,253.62 | – | – | – | – |
| Dec-12 | 44,494.81 | – | – | – | – |
| Mar-13 | 51,332.68 | – | – | – | – |
| Jun-13 | 70,388.46 | – | – | 279.64 | – |

Source: Department of Family and Community Services Consolidated Financial Statements.

Accounts due or paid within each quarter. All figures in dollars unless otherwise indicated.

| Measure | Sep-12 | Dec-12 | Mar-13* | Jun-13* |
|--|---------------|---------------|---------------|---------------|
| All suppliers | | | | |
| Number of accounts due for payment | 6017 | 5170 | 5249 | 5169 |
| Number of accounts paid on time | 5944 | 5155 | 3665 | 4027 |
| Actual percentage of accounts paid on time (based on number of accounts) | 99% | 100% | 70% | 78% |
| Dollar amount of accounts due for payment | 60,336,004.17 | 51,737,551.44 | 63,892,625.45 | 63,717,547.29 |
| Dollar amount of accounts paid on time | 60,295,320.49 | 51,729,788.20 | 61,680,551.87 | 61,871,821.99 |
| Actual percentage of accounts paid on time (based on \$) | 100% | 100% | 97% | 97% |
| Number of payments for interest on overdue accounts | 0 | 0 | 0 | 71 |
| Interest paid on overdue accounts | 0 | | | 6481.40 |
| Small business suppliers | | | | |
| Number of accounts due for payment to small businesses | 998 | 822 | 841 | 754 |
| Number of accounts due to small businesses paid on time | 979 | 820 | 509 | 546 |
| Actual percentage of small business accounts paid on time | 98% | 100% | 61% | 72% |
| Dollar amount of accounts due for payment to small businesses | 1,216,271.14 | 1,051,232.77 | 1,212,702.38 | 1,075,063.05 |
| Dollar amount of accounts due to small businesses paid on time | 1,203,465.45 | 1,050,666.27 | 543,554.69 | 671,687.43 |
| Actual percentage of small business accounts paid on time (based on \$) | 99% | 100% | 45% | 62% |
| Number of payments to small businesses for interest on overdue accounts | 0 | 0 | 0 | 71 |
| Interest paid to small businesses on overdue accounts | 0 | 0 | 0 | 6481.40 |

* During the March and June 2013 quarters the department implemented new accounts payable processes which had an impact on the timing of payments resulting in penalty payments being paid to small business suppliers. Process improvements are being implemented to improve the timeliness of payments to suppliers.

Source: Department of Family and Community Services Consolidated Financial Statements.

3.21 Disclosure of controlled entities

The FACS financial entity incorporates the divisions of Ageing, Disability and Home Care, Community Services, Strategy and Policy, Corporate Services, Housing NSW, Aboriginal Housing Office Group of Staff, as well as departmental staff who provided employee-related services to NSW Businesslink Pty Ltd. FACS as a reporting entity comprises all divisions under its control as noted above as well as the Home Care Service of NSW and the John Williams Memorial Charitable Trust.

Separate financial statements are prepared for other entities within the cluster, namely, Aboriginal Housing Office, Home Purchase Assistance Fund and NSW Businesslink Pty Ltd. Financial details for these entities can be found in their respective annual reports.

3.22 Credit card certification

Credit card use by the Department of Family and Community Services was in accordance with NSW Government guidelines.

3.23 Membership of boards for FACS statutory bodies

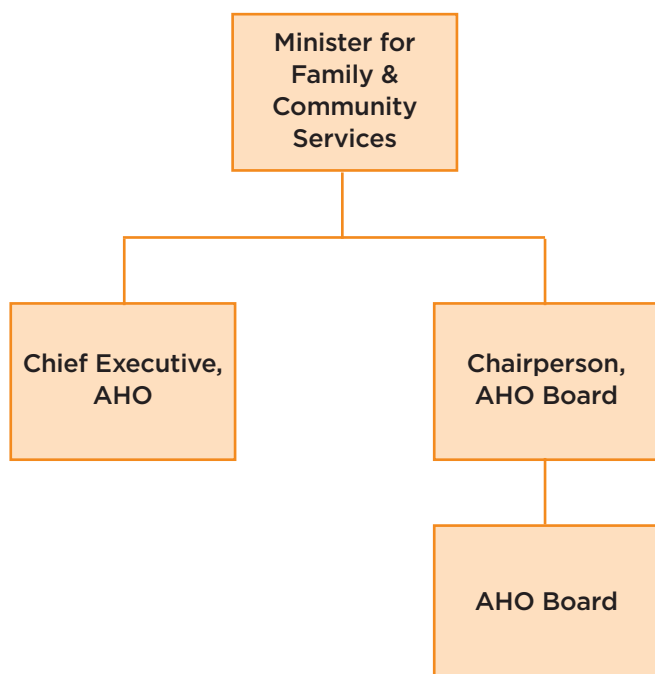
Aboriginal Housing Office

The Aboriginal Housing Office (AHO) Board is appointed by the Minister for Family and Community Services. The role of the AHO Board is to advise the Minister on policies and strategic direction and advocate housing related matters on behalf of the Aboriginal community in NSW. The Board meets every two months in various locations across the state.

The Chief Executive of AHO and the appointed members constitute the Board. With the help of the Regional Aboriginal Housing Committees and the AHO, the goal of the Board is to maximise opportunities for participation by Aboriginal people in policy development and program delivery.

Each Member was appointed to the Board based on their relevant and previous experience. By December 2013, all Board members will have completed the Australian Company Director's course.

Organisational Chart



Aboriginal Housing Office Board Members

Michelle Craig Chairperson

Period of appointment:
21 December 2011 to 20 December 2014

Ms Craig was appointed to the Board by the Minister for Family and Community Services and attended all Board meetings held in 2012–13.

Stephen Ryan Board member

Chairperson, NSW Aboriginal Land Council

Period of appointment:
21 May 2013 to 21 May 2015

Mr Ryan was appointed to the Board by nomination from the NSW Aboriginal Land Council and attended all Board meetings held in 2012–13.

Norma Ingram Board member

Aboriginal Coordinator, Aboriginal Education Training Unit, Ultimo TAFE NSW

Period of appointment:
21 May 2013 to 21 May 2015

Ms Ingram was appointed to the Board by the Minister for Family and Community Services and attended all Board meetings held in 2012–13.

Wendy Morgan Board member

Coordinator, Fairfield Aboriginal Women's Group and Committee Member, Fairfield Advisory Committee

Period of appointment:
21 May 2013 to 21 May 2016

Ms Morgan was appointed to the Board by the Minister for Family and Community Services and attended all Board meetings held in 2012–13.

Gavin Brown

Board member

Period of appointment:
21 May 2013 to 21 May 2016

Mr Brown was appointed to the Board by the Minister for Family and Community Services and attended all Board meetings held in 2012–13.

Beverly Manton

Board member

Councillor, Land Rights Mid North Coast region

Period of appointment:
21 May 2013 to 21 May 2015

Ms Manton was appointed to the Board by the Minister for Family and Community Services and attended all Board meetings held in 2012–13.

Paul Morris

Board member

Consultant, Rebuilding Aboriginal Community Controlled Organisations

Period of appointment:
21 May 2013 to 21 May 2016

Mr Morris was appointed to the Board by the Minister for Family and Community Services and attended all Board meetings held in 2012–13.

Guy Jones

Board member

Chief Executive Officer,
Bunyah Local Aboriginal Land Council

Period of appointment:
21 May 2013 to 21 May 2016

Mr Jones was appointed to the Board by the Minister for Family and Community Services and attended all Board meetings held in 2012–13.

Terrance Pritchard

Board member

Managing Director, Gun Gula Consultancy Services

Period of appointment:
21 May 2013 to 21 May 2015

Mr Pritchard was appointed to the Board by the Minister for Family and Community Services and attended all Board meetings held in 2012–13.

Paul Callaghan

Board member – non-voting

Chief Executive, Aboriginal Housing Office

B Comm, DipSurv

Period of appointment:
8 April 2013 to 7 April 2018

Mr Callaghan was appointed to the Board by the Minister for Family and Community Services and attended all Board meetings held in 2012–13. Mr Callaghan is currently the only senior office holder within AHO.

Home Care Service of NSW

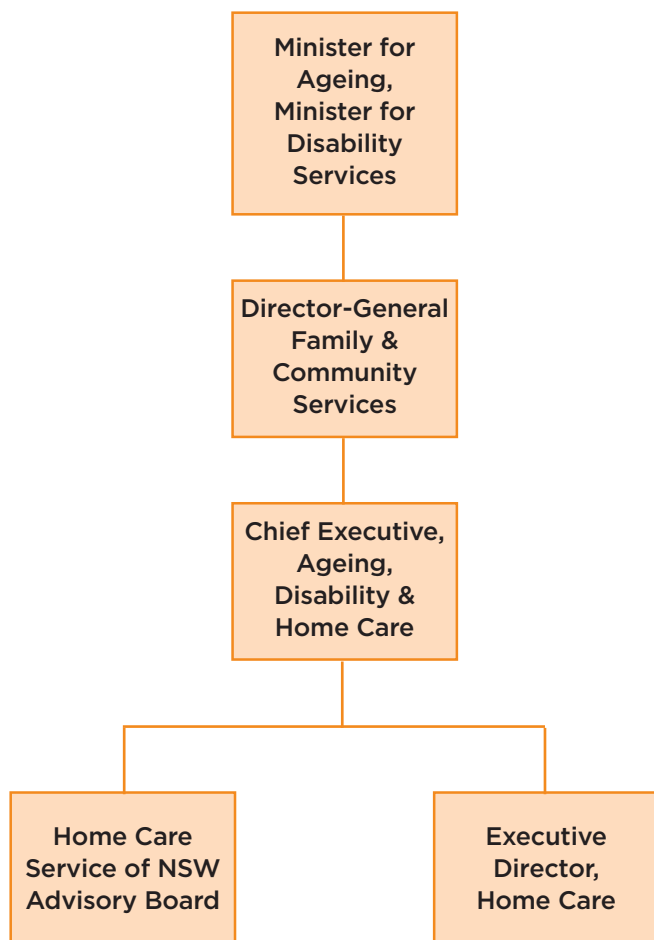
The role of the Home Care Service of NSW (HCS) Advisory Board is to advise and make recommendations to the Chief Executive of Ageing, Disability and Home Care (ADHC) on strategic matters affecting the operation of HCS, with an emphasis on:

- developing strategies to build on the current strengths of HCS, and identifying priority areas for reform and improvement
- identifying opportunities for wider sector development and the fostering of statewide and local partnerships with mainstream and other community based providers to improve outcomes for HCS clients
- responding to known and emerging priorities, including the provision of services to people from culturally and linguistically diverse backgrounds and Aboriginal people.

The Board meets on a quarterly basis, but in 2012–13 only three of the four meetings were held as recruitment for the Board members was being undertaken.

The HCS Advisory Board has no senior officers within the staff establishment of the body.

Organisational Chart



Home Care Service of NSW Advisory Board Members

Christopher Buckman

Board member

Dip Community Services (Disabilities)

Period of appointment:

16 February 2011 to 15 February 2014

Mr Buckman was appointed to the Board by the Governor through an open selection process and attended all Board meetings held in 2012–13.

Miriam Dixon

Board member

MSW

Period of appointment:

11 November 2012 to 10 May 2013

Ms Dixon was appointed to the Board by the Governor through an open selection process and attended all Board meetings held in 2012–13.

Sheree Freeburn

Board member

Grad Cert Enrolled Nurse, Dip Aboriginal Health and Community Development

Period of appointment:

11 November 2012 to 10 May 2013

Ms Freeburn was appointed to the Board by the Governor through an open selection process and attended one of three Board meetings held in 2012–13.

Dr June Heinrich

Board member

DEd

Period of appointment:

16 February 2011 to 15 February 2014

Ms Heinrich was appointed to the Board by the Governor through an open selection process and attended two of three Board meetings held in 2012–13.

Tom Kelly

Board member

LLB, Admitted Solicitor of Supreme Court of NSW

Period of appointment:

11 November 2012 to 10 May 2013

Mr Kelly was appointed to the Board by the Governor through an open selection process and attended all Board meetings held in 2012–13.

Anne-Marie Kennedy

Board member

BA, BPsyc

Period of appointment:

11 November 2012 to 10 May 2013

Ms Kennedy was appointed to the Board by the Governor through an open selection process and attended two of three Board meetings held in 2012–13.

Colleen Murray

Board member

General Nursing Certificate (RN)

Period of appointment:

23 January 2008 to 22 July 2013

Ms Murray was appointed to the Board by the Governor through an open selection process and attended one of three Board meetings held in 2012–13.

Acronyms

| | | | |
|--------|---|----------|---|
| AbSec | Aboriginal Child, Family and Community Care State Secretariat (NSW) | FACS | Family and Community Services |
| ABS | Australian Bureau of Statistics | GAP | Global Access Partners |
| ACWA | Association of Children's Welfare Agencies | GIPA | <i>Government Information (Public Access) Act 2009</i> |
| ADHC | Ageing, Disability and Home Care (division of FACS) | GPS | Global Positioning System |
| ADT | NSW Administrative Decisions Tribunal | HAC | Housing Appeals Committee |
| AHIS | Aboriginal Housing Information Service | HACC | Home and Community Care |
| AHO | Aboriginal Housing Office (Division of FACS) | HCC | Housing Contact Centre |
| AHURI | Australian Housing and Urban Research Institute | HCS | Home Care Service of NSW |
| ANZSOG | Australia and New Zealand School of Government | HNSW | Housing NSW (division of FACS) |
| ARC | Audit and Risk Committee | JIRT | Joint Investigation Response Team |
| ARC | Australian Research Council | KiDS | Key Information and Directory System |
| ASID | Australasian Society for Intellectual Disability | LAHC | NSW Land and Housing Corporation |
| ASX | Australian Stock Exchange | MACA | Ministerial Advisory Committee on Ageing |
| BOCSAR | NSW Bureau of Crime Statistics and Research | MDS | Minimum Data Set |
| CAE | Chief Audit Executive | MPES | Ministry of Police and Emergency Services |
| CALD | Culturally and linguistically diverse | MPSP | Multicultural Policies and Services program |
| CIW | Corporate Information Warehouse | MRG | Ministerial Reference Group |
| CLAS | Community Language Allowance Scheme | NAHA | National Affordable Housing Agreement |
| CRA | Commonwealth Rent Assistance | NDIS | National Disability Insurance Scheme |
| CS | Community Services (division of FACS) | NGO | Non government organisation |
| CSIRO | Commonwealth Scientific and Industrial Research Organisation | NGOs | Non government organisations |
| DAGJ | Department of Attorney General and Justice | NPARIH | National Partnership Agreement on Remote Indigenous Housing |
| DAP | Disability Action Plan | NPAH | National Partnership Agreement on Homelessness |
| DHASI | Disability Housing and Support Initiative | NRAS | National Rental Affordability Scheme |
| E10 | Ethanol blended fuel | OOHC | Out-of-Home Care |
| ECIA | Early Childhood Intervention Australia | PACT | Protecting Aboriginal Children Together |
| EEO | Equal Employment Opportunity | PID Act | <i>NSW Public Interest Disclosures Act 1994</i> |
| EFS | Extended Family Support | PPIP Act | <i>Privacy and Personal Information Protection Act 1998</i> |
| ERP | Enterprise Resource Program | PWC | PricewaterhouseCoopers |
| ERP | Estimated Resident Population | QAS | Quality assurance system |
| | | RaMCAP | Repairs and Maintenance Community Assets program |

| | |
|---------|---|
| RIG | Regional Implementation Group |
| SALT | Supporting and Linking Tradeswomen |
| SBAT | School based apprenticeships and traineeships |
| SES | Senior Executive Service |
| SLF | Supported Living Fund |
| TAFE | Technical and Further Education |
| TBS | The Benevolent Society |
| TMF | Treasury Managed Fund |
| TPO | Transition Program Office |
| U3A | University of the Third Age |
| UN | United Nations |
| UTS | University of Technology, Sydney |
| UWS | University of Western Sydney |
| W3C | World Wide Web Consortium |
| WHS | Work health and safety |
| WOP | Warrant of Possession |
| WRAPP | NSW Waste Reduction and Purchasing Policy |
| YCS Act | <i>Youth and Community Services Act 1973</i> |

Contact information

Department of Family and Community Services

Locked Bag 3002 Australia Square NSW 1215
Ph: (02) 9377 6000
Email: facsinfo@facs.nsw.gov.au
www.facs.nsw.gov.au

Aboriginal Housing Office

PO Box W5 Westfield Parramatta NSW 2150
Ph: 02 8836 9444
Freecall: 1800 727 555
Fax: 02 9635 7695
www.aho.nsw.gov.au

Ageing, Disability and Home Care

Level 5, 83 Clarence Street,
Sydney NSW 2000
Ph: 02 9377 6000
TTY: 02 9377 2167
Email: service@facs.nsw.gov.au
www.adhc.nsw.gov.au

NSW Businesslink

Locked Bag 7466 Liverpool BC 1871
DX 5064 Liverpool
Ph: 02 9765 3333
Fax: 02 9765 3330
Email: communications@facs.nsw.gov.au
www.businesslink.nsw.gov.au

Community Services

Locked Bag 4028 Ashfield NSW 2131
Ph: 02 9716 2222
Fax: 02 9716 2999
www.community.nsw.gov.au

Housing NSW

Locked Bag 4001 Ashfield NSW 1800
Ph: 1300 468 746
Fax: 02 8753 8888
Email: feedback@facs.nsw.gov.au
www.housing.nsw.gov.au

Strategy and Policy

(includes Carers, Ageing and Disability Inclusion
and Women NSW)
Locked Bag 3002 Australia Square NSW 2001
Ph: 02 9377 6000
Email: facsinfo@facs.nsw.gov.au
www.facs.nsw.gov.au

Please see divisional websites for regional contact details. Business hours for divisional head offices are from 9am to 5pm.

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