



Family &
Community
Services



Family and Community Services Annual Report 2015-16

Volume 1

Performance and activities report



Letter to the Ministers

The Hon. Brad Hazzard MP

Minister for Family and Community Services
Minister for Social Housing
Parliament House
Sydney NSW 2000

The Hon. John Ajaka MLC

Minister for Ageing
Minister for Disability Services
Minister for Multiculturalism
Parliament House
Sydney NSW 2000

Dear Ministers

I am pleased to submit the *Department of Family and Community Services (FACS) Annual Report 2015–16* for presentation to the NSW Parliament.

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

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

Yours sincerely



Michael Coutts-Trotter
Secretary

About this report

The *Family and Community Services Annual Report* covers the operations and financial performance of the FACS cluster for 2015–16 in accordance with the requirements of the *Annual Reports (Statutory Bodies) Act 1984* and the *Annual Reports (Departments) Act 1985*.

The FACS cluster comprises the Department of Family and Community Services and related entities, including the statutory bodies of the Aboriginal Housing Office, the Home Care Service of NSW and the NSW Land and Housing Corporation.

This report consists of three volumes:

Volume 1: Performance and activities report

Reviews and reports our activities and performance for the FACS cluster.

Volume 2: Audited financial statements:

1. Department of Family and Community Services consolidated financial statements, including:
 - Department of Family and Community Services (Parent Financial Report)
 - Home Care Service of NSW
 - Home Care Service Staff Agency
 - John Williams Memorial Charitable Trust
2. Aboriginal Housing Office financial statements
3. NSW Land and Housing Corporation financial statements
4. Home Purchase Assistance Fund financial statements.

Volume 3: Funds granted to non-government organisations 2015–16.

All volumes of this report are available on the FACS website at www.facs.nsw.gov.au

The Office of the Children's Guardian, while located in the FACS cluster for administrative purposes, is independent of FACS and publishes a separate annual report in accordance with the *Children and Young Persons (Care and Protection) Act 1998*.

Home Care Service of NSW and Home Care Service Staff Agency were transferred to Australian Unity on 19 February 2016. Their financial information is included in the FACS Annual Report, Volume 2, where it will continue to be included until the *Home Care Service Act 1988* has been repealed.

Machinery of Government changes for Women NSW came into effect from 1 July 2015. Women NSW now belongs to the NSW Health cluster and is thus not included in this annual report.

Under the *Administrative Arrangements (Administrative Changes – Public Service Agencies) Order 2015*, the following three business units were transferred from the Department of Education (formerly the Department of Education and Communities) to the FACS cluster:

- The Advocate for Children and Young People: which, while located in the FACS cluster for administrative purposes, is independent of FACS and publishes a separate annual report in accordance with the *Advocate for Children and Young People Act 2014*. Its financial information is included in the FACS Annual Report, Volume 2.
- Multicultural NSW: which, while located in the FACS cluster for administrative purposes, is independent of FACS and publishes a separate Annual Report in accordance with the *Multicultural NSW Act 2000*.
- The Communities Policy and Programs business unit, whose work has been included within the FACS cluster.

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Secretary's message



I hope you find our annual report a useful source of information and insight into the activities and achievements of our department, but also where we can do better.

The report reflects our efforts over the last year to support those we serve to enjoy more dignity and self-reliance, to participate more fully in our community and, particularly for children, to feel safer and thrive.

Highlights include:

- releasing the most significant policy reform in social housing in 50 years
- transitioning more than 10,000 people with disability into the National Disability Insurance Scheme, in line with our agreement with the Commonwealth
- successfully transferring NSW Home Care and its 50,000 home care clients and 4,600 staff to a new operator
- making expected progress towards targets under the Premier's priorities to reduce youth homelessness and children re-reported at risk of significant harm
- our child protection caseworkers visited 19 per cent more children and young people at risk of serious harm than the year before
- our out-of-home care case workers increased by 23 per cent the number of children and young people in out-of-home care with a quality case plan
- customer satisfaction with our services, as measured by the independent NSW Customer Service Commissioner, rose on the year before and at a greater rate than the average of the public sector.

Our successes, such as they are, result from two things: the strengths of the people and communities we serve; and the skills and knowledge of our staff and their commitment to the people we serve.

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

Michael Coutts-Trotter
Secretary

Part 1 Introduction



1.1 Who we are and what we do

1.2 Our financial performance

1.1 Who we are and what we do

The Family and Community Services (FACS) cluster works with children, adults, families and communities to improve lives and help people realise their potential. We are the agency in NSW with statutory responsibility for protecting children and young people from risk of significant harm. Together with our partners, particularly our government counterparts and the non-government organisations (NGOs) we fund, we work to achieve these goals by following our Strategic Statement, which sets out the FACS cluster's visions, values and objectives:

- Children and young people are protected from abuse and neglect, and have the best possible lives
- People with disability are supported to realise their potential
- Social housing assistance is used to break disadvantage
- People are assisted to participate in social and economic life
- People experiencing domestic and family violence, or at risk of it, are safer
- Aboriginal people, families and communities have better outcomes.

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

- decrease the percentage of children and young people re-reported at risk of significant harm by 15 per cent over three years
- increase the proportion of young people who successfully move from specialist homelessness services to long-term accommodation by 10 per cent by 2016–17
- increase the number of households successfully transitioning out of social housing by five per cent over three years
- increase housing supply across NSW
- successfully implement the *National Disability Insurance Scheme* (NDIS) by July 2018.

The cluster also supports the Premier's Priority to address and reduce domestic and family violence.

Major reforms

During the 2015–16 financial year, we implemented several new initiatives and progressed a number of large-scale reforms, including:

- completing the rollout of the NDIS for 2,000 children and young people in the Nepean Blue Mountains District and providing support to the non-government sector and those accessing our services in preparation for the transition to the NDIS in NSW from July 2016
- launching the biggest reform of social housing in 50 years through *Future Directions for Social Housing in NSW*, which will support the Government's commitment to assisting those who require access to housing and other essential services, including employment, education and transitioning to affordable housing
- improving the coordination of our specialist homelessness services to better assist those who need our services, in particular domestic and family violence victims and homeless youth.

Our people

The FACS workforce is a diverse group of capable, professional and responsible people who are united in working towards creating a safer, inclusive, richer cultural and community life for all people in NSW. FACS is made up of 15,898 highly skilled and dedicated workers, 73 per cent of whom are frontline workers directly engaged with our clients. Our workforce strives to improve the situations of all the people we work with.

We are actively working to strengthen relationships with the non-government sector and other government agencies to provide our clients with services that are localised, flexible and innovative.

Our structure

During 2015–16, we continued reforming the cluster to deliver better and more integrated services for our clients. The *OneFACS* reform is keeping people at the centre of everything we do by reducing bureaucracy and costs and by redirecting resources from central office to frontline services.

OneFACS is being gradually rolled out across FACS to meet the requirements of the *Government Sector Employment Act 2013* (GSE Act). In 2015–16, these changes have resulted in reduced executive reporting lines while frontline roles have continued to be maintained.

In 2015–16, the FACS cluster included the following bodies:

Department of Family and Community Services

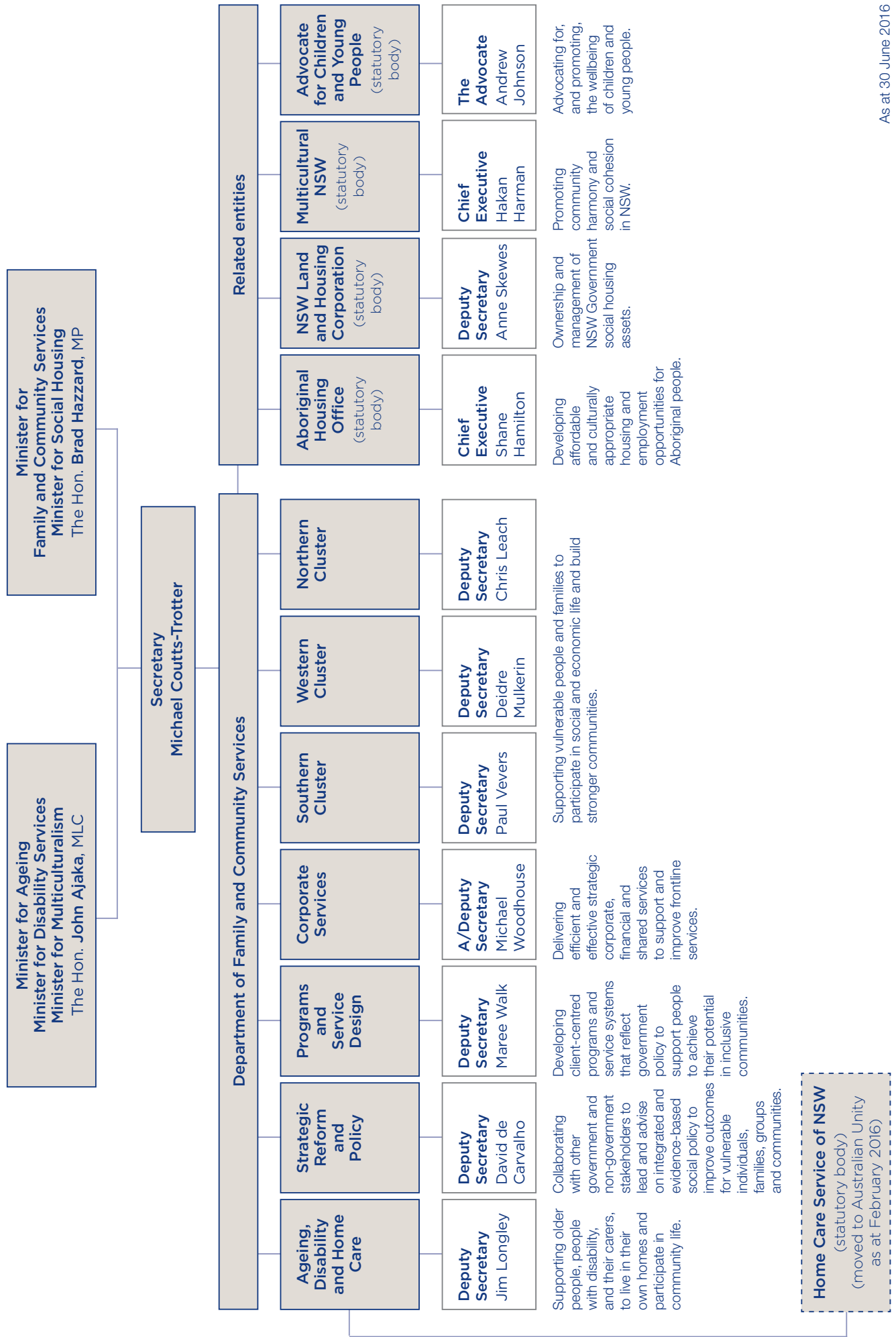
The Department is comprised of:

- fifteen districts grouped into three clusters
- four divisions:
 - Ageing, Disability and Home Care (including the Home Care Service of NSW)
 - Strategic Reform and Policy
 - Programs and Service Design
 - Corporate Services.

Related entities

FACS' related entities are:

- the Aboriginal Housing Office: a not-for-profit entity that plans and administers the policies, programs and asset base for Aboriginal housing in NSW
- the Home Care Service of NSW: a not-for-profit entity that is the largest provider of home and community care services in NSW
- the NSW Land and Housing Corporation: a public trading enterprise responsible for the management of the NSW Government's social housing portfolio, with the goal of delivering the maximum number of public housing dwellings that best meet the needs of tenants and are fit for purpose
- Multicultural NSW: a statutory body that is responsible for driving social, cultural and economic prosperity through cultural diversity in NSW
- the Advocate for Children and Young People: a statutory body responsible for supporting children and young people in NSW and providing secretariat support to the NSW Youth Advisory Council
- the John Williams Memorial Charitable Trust: a trust which provides respite and care accommodation for children with disability
- the Home Purchase Assistance Fund: a fund established by a trust deed dated 14 February 1989 which operates as a not-for-profit entity for the purpose of supporting and administering the State's home purchase programs.



1.2 Our financial performance

This section of our Annual Report provides a snapshot of the financial performance of FACS during the 2015–16 financial year, encompassing:

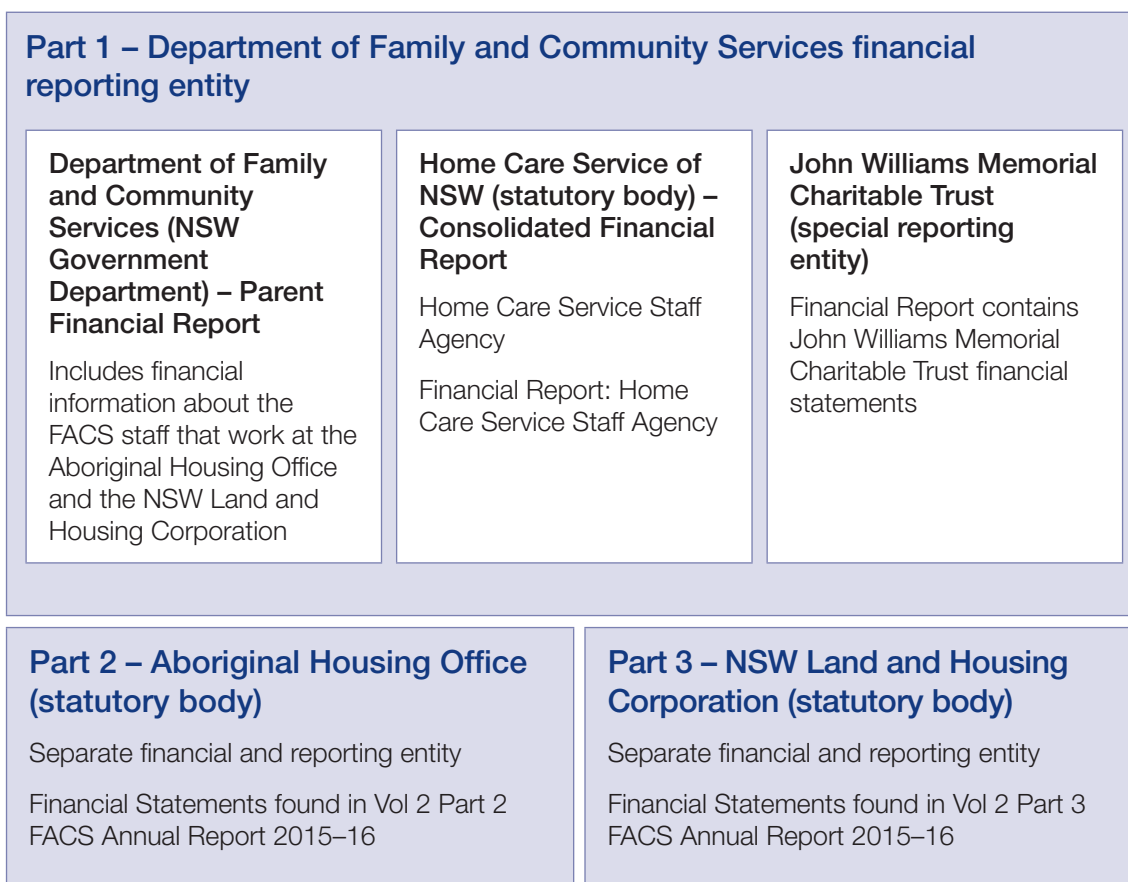
- Department of Family and Community Services (consolidated)
 - Home Care Service of NSW (parent and consolidated)
 - Home Care Service Staff Agency
 - John Williams Memorial Charitable Trust
- Aboriginal Housing Office (AHO)
- NSW Land and Housing Corporation (LAHC)

All audited financial statements can be found in Volume 2 of the *FACS Annual Report 2015–16*.

From 1 July 2015, the Office of Communities (OOC) (except the Office of Aboriginal Affairs) transferred from the Department of Education to FACS, including the Advocate for Children and Young People and Multicultural NSW. From 1 July 2015, Women NSW was transferred from FACS to the Ministry of Health. No assets or liabilities were transferred to or recognised by the Ministry of Health as part of the transfer.

On 19 February 2016, assets and liabilities of the Home Care Service of NSW (HCS) were transferred via a vesting order to an implementation company, established by the NSW Government to facilitate the sale of the HCS to Australian Unity Limited.

FACS financial reporting structure



Financial performance of FACS Cluster

Department of Family and Community Services (consolidated)

FACS' total revenue for the year was \$5.998 billion. The vast majority of income was provided through appropriation and grants (\$5.660 billion) by the NSW and Commonwealth governments and through the provision of goods and services (\$337.9 million).

In 2015–16, we had expenditure of \$6.278 billion in delivering services across NSW and \$198.2 million on capital works. Our largest category of expenditure was in the delivery of our major services and programs, including Disability Services, Commonwealth Home and Community Care, State Community Care Services, Community Support, Out-of-Home Care, Prevention and Early Intervention, Statutory Child Protection, Aboriginal Housing, Homelessness services, Social Housing Assistance and Tenancy Management. Many of these programs are delivered by non-government organisations (NGOs) on our behalf. Other items of expenditure included employee-related expenses (\$1.923 billion), other operating costs (\$424.1 million) and depreciation and amortisation (\$82.5 million).

FACS major expenditure categories

Expenses	2014–15 \$m	2015–16 \$m	2016–17 Budget \$m
Delivery of major programs	3,274.4	3,849.0	4,140.7
Employee-related	1,732.2	1,922.8	1,587.4
Other operating expenses	412.7	424.1	425.3
Depreciation and amortisation	88.1	82.5	87.5
Capital expenditure on new dwellings and minor works and intangibles	169.8	198.2	123.0

Source: Department of Family and Community Services consolidated financial statements (FACS Annual Report 2015–16 Vol 2: Audited Consolidated Financial Statements).

FACS' actual net result for 2015–16 was a \$294.5 million loss against a budgeted loss of \$85.6 million, giving a net impact of \$208.9 million over budget.

Total expenditure was \$120.0 million higher than budget, total revenue \$72.3 million lower than budget, and gains and losses on disposals (\$16.6 million) lower than budget.

Higher expenditure than budget was mainly due to an increase in transfer payments, payroll tax and redundancy expenses related to the implementation of the NDIS of \$181.0 million and other employee-related payments, including redundancy and long service leave expense due to the end of year valuation of \$59 million. Other net expenses were higher than budget by \$2.3 million.

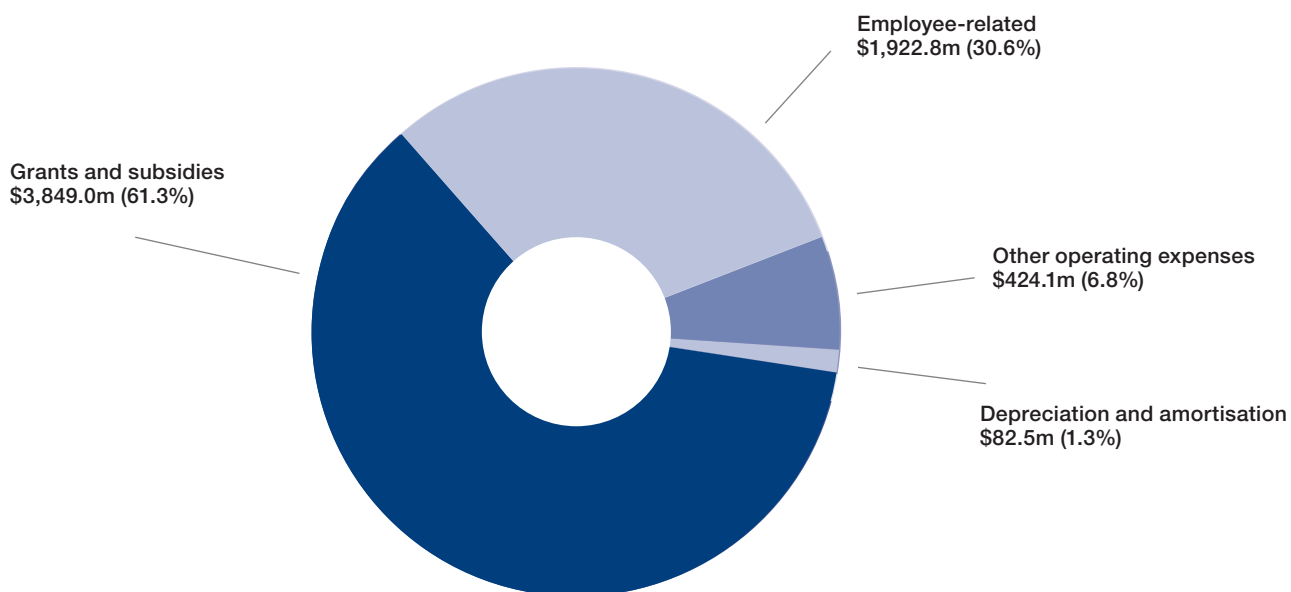
This was offset by a reduction in expenditure due to the transfer of the Home Care Service of NSW (HCS) transfer to Australian Unity of \$122.3 million (employee related, operating expenses and grants).

Lower revenue than budget was due to the reduction in grants and contributions as a result of the transfer of HCS to Australian Unity of \$126.3 million, offset by Treasury Managed Fund hindsight adjustment revenue of \$27.5 million, reimbursement of redundancy cost of \$15.1 million and higher net appropriations due to increased expenditure requirements of \$12.4 million and other net revenues were higher than budget by \$1.4 million.

FACS expenses and revenue

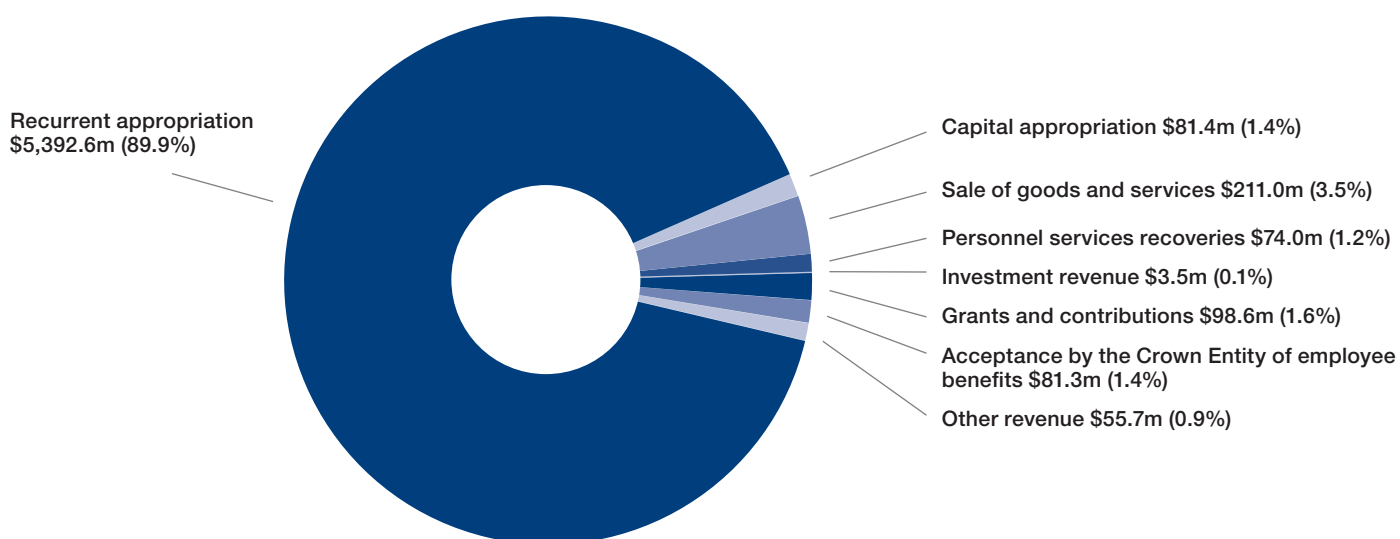
The following charts provide a breakdown of the consolidated departmental expenses and revenue by major categories:

2015–16 Department consolidated expenses by major categories



Source: Department of Family and Community Services consolidated financial statements (FACS Annual Report 2015–16 Vol 2: Audited Consolidated Financial Statements).

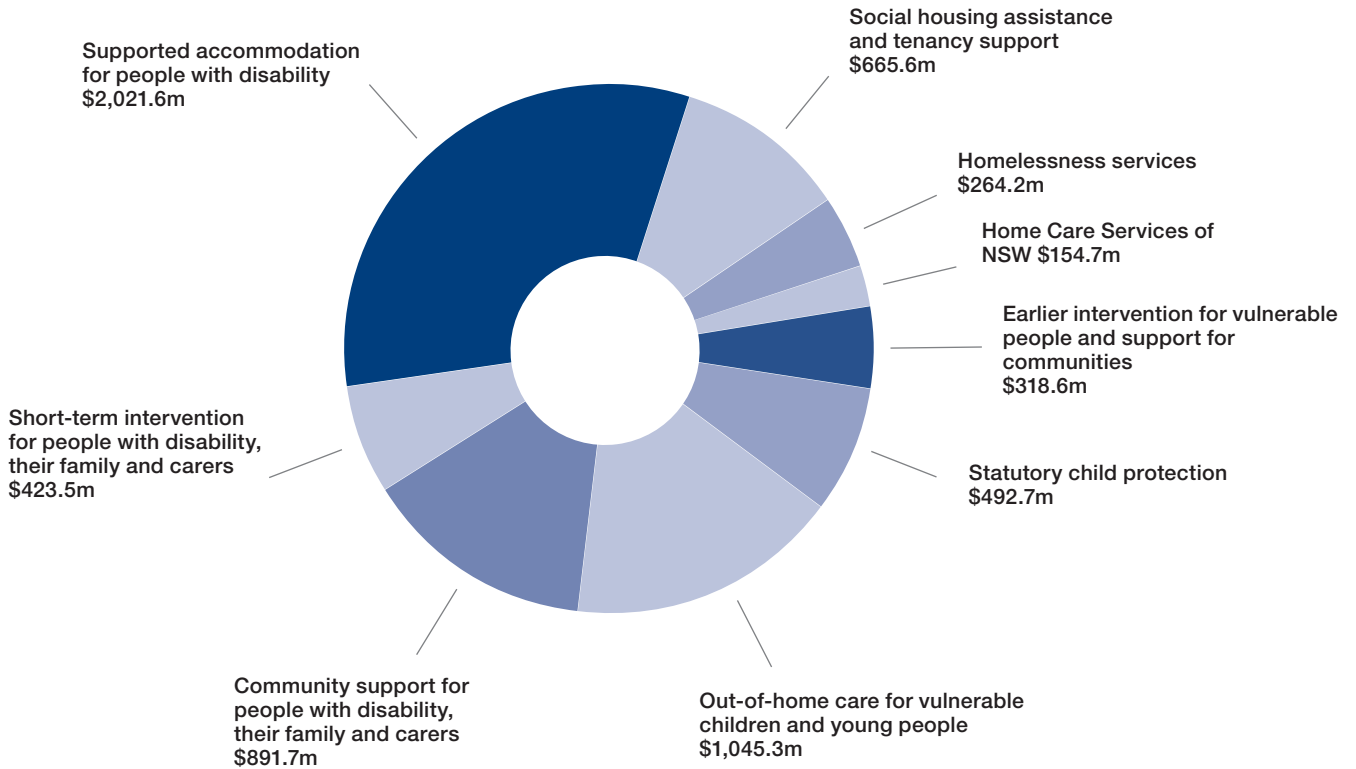
2015–16 Department consolidated revenue by major categories



Source: Department of Family and Community Services consolidated financial statements (FACS Annual Report 2015–16 Vol 2: Audited Consolidated Financial Statements).

The following chart provides a breakdown of the consolidated departmental expenditure by service group:¹

**2015–16 Department of Family and Community Services financial summary
total expenses by service group**



¹ The Home Care Service of NSW and John Williams Memorial Charitable Trust are not classified as service groups and therefore have not been included in the above breakdown of total expenditure by service group.

Source: Department of Family and Community Services consolidated financial statements (FACS Annual Report 2015–16 Vol 2: Audited Consolidated Financial Statements).

Financial performance of FACS statutory bodies

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

Home Care Service of NSW

The Home Care Service of NSW (HCS) is a statutory body established under the *Home Care Service Act 1988*. The HCS provides support to older people, younger people with disability and their carers to live independently at home and be part of the community.

On 19 February 2016, assets and liabilities of the HCS were transferred to Australian Unity.

Total revenue for the year comprised \$144.5 million, mainly from NSW and Commonwealth 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 \$164.1 million, of which the major expenses were employee-related (\$128.1 million) including one-off payments of (\$20m), other operating expenses (\$35.7 million) and depreciation (\$0.3 million). The capital program for the year was nil for minor equipment. Net assets at 30 June 2016 were \$32.3 million.

The *Statute Law (Miscellaneous Provisions) Bill 2016*, with a commencement date of 8 July 2016, was passed by both houses of Parliament. The Bill included the proposed repeal of the *Home Care Service Act 1988*, which would result in the dissolution of the HCS. The dissolution is expected to happen in the 2016–17 financial year.

Home Care Service of NSW expenditure categories

Expenses	2014–15 \$m	2015–16 \$m	2016–17 Budget \$m
Employee-related	174.1	128.1	–
Other operating expenses	58.0	35.7	–
Depreciation and amortisation	1.2	0.3	–
Capital expenditure on minor equipment	0.1	–	–

Source: Department of Family and Community Services consolidated financial statements (FACS Annual Report 2015–16 Vol 2: Audited Consolidated Financial Statements).

Aboriginal Housing Office

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

Total revenue for the year comprised \$113.3 million, sourced mainly from NSW and Commonwealth government funding in relation to the National Affordable Housing Agreement and the National Partnership Agreement on Remote Indigenous Housing, as well as rental income generated from the client base. Total expenditure for the year was \$101.2 million, of which the major expenses were property repairs, maintenance and utilities (\$34.8 million), grants and subsidies (\$23.0 million) and personnel services (\$12.9 million). The capital program for the year was \$29.6 million for new dwellings for Aboriginal tenants. Net assets at 30 June 2016 were \$1.792 billion.

Aboriginal Housing Office expenditure categories

Expenses	2014–15 \$m	2015–16 \$m	2016–17 Budget \$m
Property repairs, maintenance and utilities	36.2	34.8	36.3
Grants and subsidies	29.1	23.0	26.7
Personnel service costs	11.6	12.9	11.7
Other operating expenses	14.5	13.6	15.9
Depreciation and amortisation	14.8	16.9	19.2
Capital expenditure on new dwellings and minor works	46.3	29.6	53.3

Source: Aboriginal Housing Office financial statements
(FACS Annual Report 2015–16 Vol 2: Audited Consolidated Financial Statements).

NSW Land and Housing Corporation

The NSW Land and Housing Corporation (LAHC) is a statutory body within the FACS cluster and is responsible for the management of the NSW Government's public housing portfolio. LAHC is a public trading enterprise responsible for administering the *Housing Act 2001*. LAHC owns and manages land, buildings and other assets within the portfolio, which comprises nearly 129,000 assets valued at approximately \$45.4 billion in total.

NSW Land and Housing Corporation expenditure and revenue categories

Revenue	2014–15 \$m	2015–16 \$m	2016–17 Budget \$m
Net rent and other tenant charges	851.9	866.9	879.0
Government grants	164.0	178.0	126.4
Interest received	8.5	6.3	4.4
Other revenue	95.6	52.6	31.7
Total revenue	1,120.0	1,103.8	1,041.5
Expenses			
Repairs and maintenance	272.2	296.1	301.2
Council and water rates	220.9	227.8	235
Personnel services expenses	55.5	61.6	69.5
Depreciation and amortisation	361.6	424.9	449.5
Grants and subsidies	87.9	63.4	11.4
Other expenses	324.3	323.3	340.5
Total expenses excluding losses	1,322.4	1,397.1	1,407.1
(gain)/loss on disposal	36.6	(96.4)	81.2
Net result for the year	(239.0)	(196.9)	(446.8)

Source: NSW Land and Housing Corporation consolidated financial statements (FACS Annual Report 2015–16 Vol 2: Audited Consolidated Financial Statements).

Managing financial performance and minimising risk

FACS has a Risk and Audit Committee and a Chief Audit Executive and operates under an *Enterprise Risk Management Framework*, in compliance with Treasury Policy 15-03.

In 2015–16, 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.

Part 2 Improving services and lives



- 2.1 Improving the lives of children and young people
- 2.2 Supporting people with disability to realise their potential
- 2.3 Improving social housing assistance and homelessness services
- 2.4 Assisting people to participate in social and economic life
- 2.5 Supporting people experiencing, or at risk of, domestic and family violence
- 2.6 Better outcomes for Aboriginal people, families and communities
- 2.7 Bringing FACS closer to communities

2.1 Improving the lives of children and young people

FACS objectives

FACS supports vulnerable children, young people and their families to improve their lives and ensure they are protected from abuse and neglect. We do this by:

- finding safe and stable homes for children and young people who are unable to live with their families
- helping families earlier and with better services so their children are not taken into care
- providing more children at risk of significant harm (ROSH) with a face-to-face response
- improving the outcomes of our most vulnerable children and young people in care
- improving the safety of Aboriginal children and young people with child protection concerns.

FACS is leading the Premier's Priority 'Protecting our kids', which aims to decrease the percentage of children and young people re-reported at risk of significant harm by 15 per cent by June 2018.

Operational performance overview

In 2015–16, FACS expenditure for improving the lives of children and young people included:

- \$318.7 million for targeted earlier intervention for vulnerable children young people and families
- \$492.7 million for statutory child protection
- \$1,045.3 million for out-of-home care (OOHC) vulnerable children and young people.

	2013–14	2014–15	2015–16
Early support for vulnerable children, families and communities			
Number of families participating in <i>Brighter Futures</i> at 30 June	2,726	2,943	2,744 ¹
Child protection			
Number of children and young people involved in at least one child/young person concern report	109,583	110,842	113,955
Number of children and young people concern reports	265,071	268,051	278,521
Number of children and young people at ROSH	73,678	73,522	79,487
Number of ROSH reports ²	125,994	126,146	139,999
Rate of children and young people at ROSH per 1,000 population	44.1	43.7	46.7
Number of children and young people involved in ROSH reports who received a face-to-face assessment	19,334	20,603	24,490
Number of ROSH reports with face-to-face assessment completed	33,066	35,433	41,478
Rate of children and young people in ROSH reports with face-to-face assessment completed per 1,000 population	11.6	12.2	14.4
Percentage of ROSH reports with face-to-face assessment completed	26.2%	28.1%	29.6%
Out-of-home care (OOHC)			
Number of children and young people in OOHC at 30 June	18,950	17,585 ³	18,659 ³
Rate of children and young people in OOHC per 1,000 population	11.3	10.5 ³	11.0 ³
Number of children and young people in statutory OOHC with NGOs at 30 June	6,662	7,525	8,078
Percentage of children and young people in statutory OOHC with NGOs	50.9%	54.0%	53.5%
Number of children and young people in OOHC who have been adopted	82	87	67
Number of children and young people on guardianship orders at 30 June	n/a	2,418	2,486
Rate of children and young people on guardianship orders per 1000 population	n/a	1.4	1.5

¹ This measure is as at 30 June 2016, the total number of families participating in the *Brighter Futures* program over the whole financial year has increased from 6,548 in 2014–15 to 7,113 in 2015–16.

² The number of ROSH reports is a subset of the total number of concern/child protection reports.

³ This number excludes guardianship orders. OOHC does not include children and young people on guardianship orders. While they receive an allowance from FACS they are considered to have exited OOHC.

Source: KiDS and KiDS/MDS – Corporate Information warehouse annual data.

Outcomes and highlights

In 2015–16, FACS continued assisting vulnerable children and young people through:

- reforming targeted earlier intervention services to provide support earlier and prevent families from reaching crisis point
- increasing the number of children receiving face-to-face assessments from a caseworker by 19 per cent
- increasing caseworker numbers so we can assist more vulnerable children and young people who need our services
- improving child safety in remote communities through the Mobile Child Protection Unit trial in Western NSW, which tripled the number of home visits made in the area in its first nine months of operation.

Strengthening child protection

Intervening earlier to keep children safe

FACS is reforming early intervention services so that we can intervene earlier and more effectively to prevent families from reaching crisis point. We know that earlier intervention is one of the best ways to ensure more children can remain safely at home and avoid entering the child protection system.

In 2015–16, we began redesigning Targeted Earlier Intervention (TEI) programs to ensure services are better coordinated, more consistent and directed to those most in need. In April 2016, we released the *Targeted Earlier Intervention Program Reform Consultation Summary Report: What you told us*. In preparing this report we listened to children and families, Aboriginal stakeholders, FACS staff, state and local governments and NGOs about what is working and where improvements can be made. Consultations took place between August and December 2015, with 37 FACS-run focus groups attended by over 1,200 participants, including 11 focus groups with Aboriginal stakeholders. We also received written submissions from over 1,800 clients. Next, we will produce a reform directions paper outlining the vision, guiding principles and future directions for TEI services.

In November 2015, we opened the first multi-agency, family-focused response centre – the Central Coast Multi-Agency Response Centre in Wyong. The centre brings together resources from multiple agencies (including FACS, NSW Health, NSW Department of Education and the Family Referral Service) to identify and support children and families at risk. Better engagement between agencies is helping to ensure children and families in the area receive the right service at the right time, while helping them avoid the stress of making multiple requests for assistance with multiple agencies. The centre received a Good Design Award in May 2016 from Good Design Australia, which recognises and rewards excellence in design, innovation and creativity at a national and international level.

Providing a safe home for life

The *Safe Home for Life* reforms continue to strengthen the child protection system by aiming to give children and young people a permanent and safe home for life. In 2015–16, FACS developed and implemented new policies and practices to respond to child protection reports.

During the year, *Safe Home for Life* focused on:

- providing more and better targeted interventions to more children to reduce their risk
- using evidence-based programs to help families stay together where safe to do so
- restoring children to their families where safe to do so, and, where this was not possible, providing more children with permanent, safe and stable homes.

In September 2015, the Premier announced his key reform priorities. FACS is responsible for leading the Premier's Priority 'Protecting our kids', which commits the Government to decreasing the number of children and young people re-reported at ROSH by 15 per cent by June 2018. We are working with the non-government sector to develop a system that is more flexible, localised and child-centred so that we can support children and families in a more timely manner and better reduce the risk of harm to children.

In 2015–16, FACS implemented three key strategies to reduce re-reporting:

1. Targeting geographical areas where there are high numbers of children at risk who have been re-reported (for example, by providing intensive support to 10 Community Services Centres to rapidly test, learn and adapt strategies to reduce re-reporting).
2. Strengthening the skills of our frontline workforce in helping vulnerable families to address the problems that put children at risk (for example, domestic violence and neglect), and to work more effectively with local services to streamline support.
3. Using evidence to better understand the drivers of re-reporting, to identify the proportion of re-reports that could be avoided through better quality practice, and to develop targets tailored to each Community Services Centre.

Increasing caseworker numbers and better supporting them is an ongoing priority for FACS. While 2015–16 saw an increase in children and young people reported at ROSH (79,487 reports compared to 73,522 in 2014–15), we provided more face-to-face responses for these children than ever before (3,887 more than in 2014–15, a 19 per cent increase).

In 2015–16, we maintained our focus on increasing both the number and the capacity of caseworkers by:

- recruiting more caseworkers and support staff (with a state-wide caseworker vacancy rate of only five per cent for the year)
- reducing the administrative burden on caseworkers by continuing to provide casework support staff
- continuing to invest in technologies to help caseworkers, such as *ChildStory* – a new information technology system that places the child at the centre of their story and builds around them a network of family, carers, caseworkers and service providers (*ChildStory* is expected to go live in early 2017).

Improving out-of-home care services

The Government's OOHC reforms aim to improve outcomes for vulnerable children and families by making permanency a defining feature and providing positive pathways to family restoration, guardianship and open adoption wherever possible.

Transfer of OOHC to the non-government sector is a key reform priority. This transition, which began in 2012, capitalises on the strengths of the NGO sector and its ability to provide more flexible and tailored care. By the end of 2015–16, 53.5 per cent of children and young people in statutory OOHC were managed by non-government services. In September 2015, the NSW Auditor-General report *Transferring Out-of-Home Care to Non-Government Organisations* found that FACS is progressing well towards its goal of transferring all children in statutory care to the NGO sector by 2022.

FACS is also developing a *Quality Assurance Framework* (QAF) to provide caseworkers with reliable, comprehensive and consistent information about outcomes for children in statutory OOHC. The framework is designed to:

- improve the way safety, permanency and wellbeing of children and young people is measured and monitored
- enable a more targeted approach to casework
- be eventually integrated into the *ChildStory* system.

The QAF will move to a small-scale feasibility trial in 2016–17 with three non-government OOHC service providers.

Other initiatives to improve OOHC in 2015–16 included:

- Listening to the voices of young people, carers and practitioners on how we can improve outcomes for children and young people in OOHC through the Out-of-Home Care Ministerial Forum in October 2015 and the Ministerial Roundtable for Aboriginal children and families in May 2016.
- Launching the *NSW Child Safe Standards for Permanent Care*, in collaboration with the Office of the Children's Guardian.
- Establishing the cross-sector Safety and Permanency Advisory Group to provide leadership on improving service delivery, services and strengthening partnerships within the sector. This group works closely with the Child Protection System Task Force and the locally driven District Implementation Groups to ensure effective implementation of reforms.
- Completing Pathways of Care – a representative longitudinal study of children and young people aged 0–17 years in OOHC on Children's Court orders. The study collected detailed information about the wellbeing and experiences of the children and young people in OOHC to examine the factors that influence their outcomes. Its aim is to provide insights to strengthen the OOHC service system to improve the lives of children and young people in OOHC, as well as those who have returned to their birth families, been adopted or left OOHC at 18 years of age.

Social Benefit Bonds

Since 2013, UnitingCare Burnside and The Benevolent Society have both provided social benefit bond programs. These bonds attract private sector investors who provide funding to achieve social outcomes such as safely restoring children to their families or preventing entry into care.

UnitingCare Burnside's Newpin Social Benefit Bond, the first in Australia, provides a therapeutic centre-based service to parents who are working towards having their children restored to their care, where it is safe to do so. In the three years to 30 June 2016, Newpin successfully restored 130 children to their families and supported another 47 families to prevent their children from entering OOHC (according to independent certification). The cumulative restoration rate was 61 per cent over three years, compared to a baseline of 25 per cent. In 2016, this delivered a 12.2 per cent return to investors.

The Benevolent Society Social Benefit Bond (SBB), the second in Australia, has provided services to families through the *Resilient Families* program since October 2013. The \$10 million bond runs for five years. The aim is to work with up to 400 families over five years to keep children safely at home and not in OOHC. Results for the SBB will be published in 2018.

Both of these SBB pilots are independently evaluated; reports to date are available on the [Office of Social Impact Investment website](#).

Providing permanent, safe and stable homes through adoption

Adoption is one way to provide a permanent and secure family for children and young people who cannot safely return to their birth families or live with kin. FACS is working to increase the number of open adoptions from care in NSW.

To support adoption, FACS assisted in establishing the Institute of Open Adoption Studies, a joint venture between the NSW Government and the University of Sydney. This followed the passing in August 2016 of the *Adoption Amendment (Institute of Open Adoption Studies) Bill 2016*. The Institute is the first of its kind in Australia and will be integral to improving adoption rates in NSW.

In 2015–16, 67 adoptions from statutory OOHC were finalised in NSW. While adoption is not appropriate for all children in OOHC, particularly Aboriginal children, we are doing more to ensure it is considered when it is in the best interests of the child. Open adoption seeks to preserve a child's identity, cultural and racial heritage by enabling them to maintain links with their birth family and other significant people where this is in their best interests.

In 2015–16, FACS piloted a new way to process open adoptions by establishing the Adoptions Taskforce. The Taskforce, which combines contracted casework and paralegal resources with dedicated support from the Crown Solicitor's Office, will provide additional support to FACS Adoptions Services and NGO partners to assess more OOHC adoptions. The Taskforce is part of a broader *Adoptions Transformation Program*, which aims to improve how FACS and NGOs process OOHC adoptions.

In 2016–17, the NSW Government will invest \$6.4 million to increase open adoptions. This will include paralegal resources to help clear the bottleneck of open adoptions as well as ongoing specialist support to increase open adoptions. During 2015–16, the NSW Government commissioned the Independent Review of Out-of-Home Care in NSW. The review was conducted by Mr David Tune AO PSM. It found that the system requires further change to improve outcomes for children and highlighted the need to identify families and children that have the poorest outcomes and to prioritise targeted intervention. In response to the interim report of the review, the 2016–17 Budget funded major reform of the child protection and OOHC systems to give more children safe homes for life and to contribute to stemming the unsustainable numbers of children being taken into and remaining in statutory care. The Budget provided:

- \$40 million in 2016–17 (\$190 million over four years) to reform the child protection and OOHC systems
- \$53 million in 2016–17 (\$370 million over four years) to meet the increased demand for OOHC.

This investment will:

- be used to establish an estimated 1,000 evidence-based intensive family preservation, restoration and placement stability support services, with 50 per cent of places for Aboriginal people
- better support young people in care by providing a more holistic in-care experience, responding to trauma and providing increased leaving and aftercare support
- increase the number of guardianship orders and adoptions from OOHC.

2.2 Supporting people with disability to realise their potential

FACS objectives

FACS supports people with disability to realise their potential by engaging them in decisions affecting their lives and by reducing barriers to full social and economic participation. People with disability and their carers are empowered to have greater choice and control over their lives through individualised funding arrangements, access to capacity building activities, and more inclusive communities. We achieve this by:

- increasing the number of people with disability who make decisions about their supports
- preparing for and implementing the full transition of the NDIS by July 2018.

Operational performance overview

In 2015–16, FACS expenditure across the disability sector included:

- \$891.7 million to support people with disability, their family and carers through skill development and day programs, respite services and providing personal assistance
- \$726.0 million to deliver the final year of the NSW Government's *Ready Together* initiative, which expanded individualised supports to provide people with disability with greater flexibility, choice and control while preparing for a smooth transition to the NDIS (*Ready Together* exceeded the five-year target of delivering 47,200 new places for people with disability)
- \$423.5 million for short-term interventions for people with disability, their families and carers
- \$2,021.6 million for supported accommodation for people with disability
- \$6.6 million to support NGO sector and workforce development in the lead-up to the NDIS.

	2013–14	2014–15	2015–16
Community support for people with disability, their family and carers¹			
People in skill development and day programs	15,000	16,000	17,000
People receiving respite services	25,000	25,000	24,000
People receiving personal assistance	35,000	35,000	32,000
Short-term interventions for people with disability, their family and carers¹			
Families and children receiving support ²	15,000	16,000	17,000
People accessing <i>Transition to Work</i>	2,300	2,500	2,700
People receiving therapy and interventions	35,000	36,000	35,000
Supported accommodation for people with disability^{1,3}			
People accessing supported accommodation services	10,300	10,600	10,200
Percentage of people accessing non-24/7 supported accommodation	36%	36%	37%
Percentage of people accessing supported accommodation services provided by NGOs	75%	76%	76%
NDIS Hunter launch site statistics^{1,4}			
Total number of participants ⁵	2,550	4,829	8,099
Average support package value	\$54,094	\$55,295	\$50,667
NDIS Nepean and Blue Mountains launch site statistics^{1,4}			
Total number of participants ⁵	N/A	N/A	2,010
Average support package value	N/A	N/A	\$19,174

¹ Source: Disability Services Minimum Data Set 2015–16 and Home and Community Care Program Minimum Data Set 2015–16

² The data includes two programs – Family Assistance and Children Caseworker positions that were initially reported in 2014–15.

³ Based on funding data, FACS estimates that 10,700 people accessed supported accommodation in 2015–16. The number of people who accessed supported accommodation is under-reported by funded service providers. There is evidence that reporting by service providers have been impacted by the introduction of the NDIS. Data quality is expected to be increasingly negatively impacted in 2016–17 and 2017–18 as NDIS transition progresses.

⁴ NDIS data is sourced from the NDIA Scheme Actuary. The figures refer to the number of participants deemed eligible, and those with approved plans.

⁵ The number of participants in the NDIS Hunter trial site includes the number of participants deemed eligible, and those with approved plans.

Outcomes and highlights

During 2015–16, FACS continued to deliver life-changing reforms to people with disability, their families and carers through a range of initiatives:

- Launching the NDIS a year ahead of schedule for children and young people aged 0–17 years in the Nepean Blue Mountains District in July 2015. As at 30 June 2016, more than 2,000 children and young people were eligible for the NDIS in the Nepean Blue Mountains early rollout site and over 1,800 had approved support plans.
- Celebrating a successful end to the *Ambassadors and Champions* program in June 2016. Over the five years of its operation, the program provided guidance and information to people transitioning to the NDIS, with 47 ambassadors and champions sharing stories of their own self-directed journeys, over 800 presentations being delivered, and over 9,000 people participating in workshops to develop their skills and knowledge in preparation for the transition to the NDIS.
- Connecting people with disability, their families and carers to community and mainstream supports through Ability Links NSW (ALNSW). During 2015–16, ALNSW supported around 35,000 people with disability, their family members and carers, and made more than 250,000 community connections.
- Enabling over 350 people to move from out-dated Large Residential Centres (LRCs) into 76 contemporary homes.

Supporting greater choice for people with disability

Ensuring a smooth transition to the NDIS

The NDIS is a once-in-a-generation reform that replaces the current disability support system and gives people with disability real control over the supports they receive and how they live their lives.

During 2015–16, FACS continued to prepare for and implement the NDIS, supporting the State Priority to successfully implement the NDIS by 2018. Key achievements included:

- establishing a historic Bilateral Agreement between the NSW Government and the Commonwealth in September 2015 for the rollout of the NDIS across the whole of NSW over the two year transition period of 1 July 2016 to 30 June 2018
- establishing an NDIS Operational Plan between NSW and Commonwealth Departments and the National Disability Insurance Agency (NDIA) to guide the work and responsibilities of agencies in delivering the transition to the NDIS across NSW
- continuing to deliver the trial of the NDIS in the Hunter region of NSW, including extending the trial to the Maitland Local Government Area. The trial concluded on 30 June 2016, with over 8,000 people participating in the scheme
- empowering 22,000 people with disability and their families to get ready for the NDIS through *My Choice Matters* workshops and leadership programs (with the Government announcing an additional \$3 million for *My Choice Matters* in May 2016)
- delivering over 47,200 new places for people with disability by expanding access to individualised funding arrangements through programs such as *Community Participation*, the Supported Living Fund, *Life Choices* and *Active Ageing*, as well as through the *Living Life My Way Framework*

- funding seven Supported Decision Making projects across NSW to help people with disability make their own decisions
- investing \$22 million in enhanced behaviour support initiatives, providing 1,541 places in 2015–16 (a total of 5,351 places over five years)
- supporting 34 people with intellectual disability who are exiting custody and have a high risk of reoffending (a total of 384 places for the program) through the *Community Justice Program*
- expanding the number of Early Linkers from 44 to 79, including 27 Aboriginal-identified Early Linkers positions (Early Linkers support families and carers of children aged 0–8 years who have a developmental delay or are in various stages of diagnosis)
- supporting 15,400 children and young people with disability and their families through the *Strengthening Supports for Children 0–8 Years and their Families* strategy, which increases community inclusion by making specialist supports accessible in local mainstream settings
- investing a further \$500,000 in the Early Childhood Intervention Australia NSW/ACT Chapter to drive best practice and innovation in the early childhood intervention sector
- continuing to invest in the *School Age Years Inclusion Support Project (SAY)* for children with disabilities aged 9–18 years and their families to support inclusive practice within mainstream settings.

A further priority for the Government is ensuring that quality and safe supports are delivered to people with disability during the rollout of the NDIS in NSW between 1 July 2016 and 30 June 2018. The NSW Transitional Quality Assurance and Safeguards Working Arrangements, agreed to by the NSW and Commonwealth governments and NDIA in June 2016, will ensure that people have the same protection available through existing Commonwealth and State mechanisms, including access to State-based processes for complaints.

Building a strong and flexible disability sector

In 2015–16, FACS continued to deliver projects aimed at building the disability sector's capacity to meet growing client expectations. These included:

- helping over 130 small disability providers in regional and remote areas transition to the NDIS through the *Transition Assistance Program* (the program provides grants of up to \$35,000, with a total of over \$4 million distributed)
- providing advice and guidance to the CEOs and Boards of all FACS-funded non-government disability service providers, through the Industry Development Fund (IDF)
- supporting disability organisations to develop and implement quality management systems under the Quality Support Project (funded through the IDF, this has provided 515 disability service organisations with a subsidy to achieve verification against the NSW Disability Services Standards)
- consolidating supported accommodation-related policies into one streamlined Accommodation Support Policy
- launching resources for supporting people with complex support needs, including the *Taking Time Framework*, a framework to guide service providers in supporting people with intellectual disability, as well as standards for speech pathologists, physiotherapists, psychologists and occupational therapists
- investing \$3 million in the *Disability Justice Project* to build the capacity of the disability sector to support people with disability who are in contact with the justice system.

Transfer of directly delivered disability services

To support the transition to the NDIS by 1 July 2018, the NSW Government is transferring all of its specialist disability services to the non-government sector.

Transferring these services will give people with disability greater choice by supporting a strong and diverse disability services market in NSW.

The transfer of the Home Care Service of NSW (HCS), including Aboriginal Home Care, to Australian Unity in February 2016 was successful. Australian Unity is now providing older people and people with a disability the support they need to live in their own homes independently.

Service hours delivered were estimated at 2.4 million from July 2015 to February 2016. Since the transfer, these services have continued, and clients can be confident that the HCS's 72-year tradition of excellent service will continue with Australian Unity.

Proceeds of the HCS transfer have been placed in a Sector Transition Fund and will be used to invest in the disability sector and support a smooth transition to the NDIS.

In May 2016, the NSW Government entered the next stage of the transfer of disability services by opening an Expression of Interest (EOI) for all specialist disability services, which includes group homes, specialist supported living and in-home support services. The EOI process allowed non-government providers to give feedback about the services that interested them and how they would deliver those services. Following the EOI, a formal process will commence to identify suitable providers.

Supporting people with disability to live more independently

The NSW Government is working hard to redevelop all LRCs into more home-like accommodation by June 2018. During 2015–16, FACS invested \$75.5 million to complete 76 purpose-built homes, enabling over 350 people to move from out-dated LRCs.

FACS also completed 22 homes to replace accommodation provided at the Westmead Centre and Rydalmere Centre in Western Sydney and the Riverside Centre in Orange. Construction started on the first 10 new homes as part of our plan for relocating 440 people from residences at Stockton, Kanangra and Tomaree, and 10 new homes were built for five non-government organisations. The Westmead Centre, operated by FACS, closed in April 2016, and four non-government-operated LRCs, in Taree, Windsor, Penrith, Dural and Kincumber, closed and were replaced by new purpose-built accommodation.

2.3 Improving social housing assistance and homelessness services

FACS objectives

FACS is committed to improving social housing assistance and homelessness services to break the cycle of disadvantage and to realise opportunities for people to successfully leave social housing. We do this by:

- improving the economic and social outcomes of people in social housing and using other forms of housing assistance
- reducing the rate of people experiencing homelessness
- increasing the housing supply for people needing housing assistance.

FACS is responsible for:

- the Premier's Priority of increasing by 10 per cent the proportion of young people who successfully move from Specialist Homelessness Services (SHS) to long-term accommodation by June 2017
- the State priority of increasing the number of households successfully transitioning out of social housing by five per cent over three years.

Operational performance overview

In 2015–16, FACS' expenditure across housing services included:

- \$665.6 million for social housing assistance and tenancy support
- \$264.2 million for homelessness services
- \$1,397.1 million for LAHC to manage the NSW Government social housing portfolio.

	2013-14	2014-15	2015-16
People assisted by Specialist Homelessness Services (SHS)	51,786	48,262 ¹	54,000 (estimate) ²
Households using temporary accommodation (during the year)	13,870	17,730	21,561
Households living in social housing			
Public housing	109,371	108,732	108,637
Community housing	25,624	26,107 ³	26,218
Aboriginal housing	4,528	4,551	4,518
Total	139,523	139,390	139,373
Number of applications received through Housing Pathways	66,509	73,437	76,846
Number of households on the Housing Register at 30 June	59,534	59,035	Data available from November 2016
Percentage of tenancies allocated to priority approved applicants	52.0%	40.7%	45.4%
Median waiting time (months) for priority approved applicants housed during the year	4.1	3	2.7
Total LAHC owned and leased assets ⁴	132,261	132,051	131,936
Property asset value (\$m)	35,251	39,343	45,339

¹ The figure for 2014–15 has been revised from the reported figure in the FACS Annual Report 2014–2015 in accordance with final figures reported by the Australian Institute of Health and Welfare (AIHW) in December 2015. An AIHW report advised caution in comparing 2014–15 NSW data with data for previous years or other states and territories, as the reform transition period in 2014 impacted the continuity of data reporting by SHS providers and affected the quality and completeness of the 2014–15 data.

² The figure for 2015–16 is an estimate. Final figures are expected to be available from the AIHW in December 2016.

³ The figure for 2014–15 was incorrectly reported in the FACS Annual Report 2014–15 as 27,249 due to data inadvertently including tenancies in transitional housing.

⁴ Property numbers include only properties owned and leased by LAHC, net of transfers through vesting.

Outcomes and highlights

In 2015–16, FACS continued supporting those in need of social housing and homelessness services through:

- announcing the biggest NSW social housing reform in over 50 years: *Future Directions for Social Housing in NSW (Future Directions)* - a 10-year strategy based around the three priorities of more social housing, better social housing experiences, and more opportunities to build housing independence
- extending our reach to those most in need of assistance by creating pop-up housing offices in Belmore Park, Wentworth Park, Woolloomooloo, Sutherland and Parramatta to connect with people who do not usually access our services such as rough sleepers
- delivering 708 new social housing dwellings
- developing an implementation plan for the State Priority of increasing the number of households transitioning out of social housing by 5 per cent over three years
- transitioning 2,073 households out of social housing.

Delivering social housing reform

In 2015–16, FACS developed major policy reforms and initiated housing programs to strengthen social housing, private rental assistance, temporary accommodation assistance and homelessness services in NSW. Key initiatives under *Future Directions* that will assist the 421,000 people who rely on these services include:

- delivering up to 23,000 new and replacement social housing dwellings under *Communities Plus*, which harnesses the expertise and capacity of the private and not-for-profit sectors, including Community Housing Providers
- conducting procurement of the Social and Affordable Housing Fund (SAHF), which will deliver up to 3,000 social and affordable dwellings integrated with support for disadvantaged households in metropolitan and regional NSW
- improving the liveability and amenity of social housing communities through the \$20 million Social Housing Community Improvement Fund grants program, which awarded over 120 grants for physical improvements
- transferring management of up to 35 per cent of all social housing properties to the community housing sector
- implementing employment, education and health initiatives for clients who can be diverted from long-term social housing tenancies, and improving the tenant experience while they are in social housing
- improving access to services for tenants and carers, especially in rural areas, through *Housing Connect*, which provides opportunities to use technology while retaining the option for face-to-face discussions for tenants who prefer this.

Enhancing the Homelessness Services system

In 2015–16, NSW Government funding for homelessness services and programs reached a record high of \$182 million. During this time, FACS funded several initiatives that contributed to meeting the Premier's Priority of reducing youth homelessness, especially for young people leaving OOH who are at risk of homelessness. These included:

- commencing a private rental subsidy for young people to secure rental accommodation, education, training and jobs, in partnership with Launchpad Youth Community
- announcing the first round of the *Homeless Youth Assistance Program (HYAP)*, a \$54 million, six-year initiative to fund non-government service providers to deliver support and accommodation models for children and young people
- improving the safety and the quality of care and supervision for young people in youth refuges by providing an additional \$23 million over two years for youth-specific Specialist Homelessness Services (SHS) to enhance the safety and wellbeing of young people through supervision and support in youth crisis refuges 24/7
- purchasing a \$2.5 million, eight-unit block in Liverpool to provide transitional and affordable housing for homeless youth.

In October 2015, the Government announced the \$60 million *Domestic Violence Response Enhancement* initiative. This provides \$20 million over two years to combat domestic and family violence through enhancing the capacity of homelessness services to respond to women and children escaping domestic and family violence. The funding will increase the quality and quantity of these services by delivering after-hours expert support and by funding additional accommodation options.

In 2015–16, FACS and the City of Sydney Council facilitated weekly outreach patrols in Belmore Park and Wentworth Park. The aim was to share skills, resources and knowledge to support homeless people in accessing health care and moving into long-term housing. This initiative included coordinated case management meetings to link people who are sleeping rough with appropriate support services. Over 15 months, 106 people sleeping rough in Sydney have been supported to exit homelessness.

To support vulnerable women and families who are homeless or at risk of homelessness, FACS established the Women's and Girls' Emergency Centre (WAGEC). Co-located with FACS' specialist and housing staff, WAGEC assists clients to access services and wrap-around supports. It provides a range of personalised support services, including services for transgender people, private rental brokerage services, and intervention for at-risk tenancies.

In May 2016, the Minister for Family and Community Services announced that the Government is developing a homelessness strategy that will build on the reforms of the SHS and consolidate the shift to a system with a clear focus on prevention and early intervention for those who are homeless or at risk of homelessness.

Improving the social housing experience

There are 249 community housing providers registered on the National Regulatory System for Community Housing (NRSCH) of which 141 have NSW as their primary jurisdiction as at 30 June 2016. The system will ensure that social and affordable housing properties managed by NSW providers will comply with performance outcomes under the national regulatory code.

In 2015–16, FACS began transforming our assessment process for people seeking social housing assistance – around 30,000 people a year. The plan is to replace the two-hour face-to-face and paper process with a 30-minute phone call through the Link2home phone service, with an outcome being achieved in two hours. This service was gradually introduced during the year and from July 2016 was made available state-wide. To date, approximately 6,000 phone applications have been made, with customer surveys indicating a satisfaction rating of over 90 per cent.

LAHC implemented a new maintenance contract in April 2016 to improve the timeliness and quality of work completed. This is showing positive results, with tenant satisfaction levels of over 85 per cent.

During the year, the *Residential Tenancies Act 2010* was amended to improve social housing for tenants by managing antisocial behaviour. These reforms reduce risk and increase safety by enabling housing providers to terminate the tenancies of residents who engage in illegal or serious antisocial behaviour and to better manage minor or moderate antisocial behaviour through a ‘three strikes’ approach.

Assisting people to enter the private rental market

FACS assisted over 18,152 households to rent privately in 2015–16 by:

- supporting private and not-for-profit sector organisations to deliver 1,252 new affordable rental homes under the National Rental Affordability Scheme, bringing the total number of homes under the scheme to 4,653
- providing 12,251 households with an interest-free loan to assist in paying a private market rental bond, through the Rentstart Bond Loan scheme
- supporting 1,974 households – including 3,228 children – to escape domestic and family violence, through \$8.9 million funding under the Start Safely Private Rental Subsidy Policy
- assisting 98 young people at risk of homelessness, through the Youth Private Rental Subsidy, which provides rental subsidies while linking young people with education and employment opportunities to help them maintain stable accommodation.

Improving career pathways for social housing tenants

In 2015–16, FACS partnered with the NSW Department of Industry to deliver *Careers in Caring* (known locally as RISE in the Hunter). The aim of this program is to improve access to vocational education and training for social housing tenants, applicants and clients. During the year, 33 people commenced the program, achieving a 79 per cent completion rate.

As part of the program, participants were provided with a range of supports, such as access to childcare and transport, and improved communication, literacy and numeracy skills. They gained a partial qualification in either the aged care/disability or hospitality sectors and completed relevant work experience. As part of the *Future Directions* reform, these employment programs will be expanded to new locations.

2.4 Assisting people to participate in social and economic life

FACS objectives

FACS encourages and assists people, including seniors, carers and people with disability, to participate in social and economic life. We do this by:

- reducing barriers to people with disability participating in daily life
- assisting seniors to be healthy and active as they age
- supporting carers to participate in their own social and economic lives
- supporting young people to achieve their potential.

Operational performance overview

In 2015–16, FACS expenditure included:

- \$500,000 to increase Seniors Card benefits
- \$850,000 for technology training.

	2013–14	2014–15	2015–16
Tech Savvy Seniors training places ¹	12,000	12,000	19,000
Seniors Card holders ²	1.35m	1.4m	1.45m
NSW Elder Abuse Helpline calls ³	1,200	1,571	2,244

¹ Source: Tech Savvy Seniors data is sourced from NSW Department of Industry and the State Library of NSW program reporting.

² Source: Seniors Card Salesforce Database

³ Source: NSW Elder Abuse Helpline and Resource Unit quarterly report

Outcomes and highlights

In 2015–16, FACS continued to assist people to participate in social and economic life by:

- supporting all NSW Government clusters to prepare their Disability Inclusion Action Plans, which together outline over 400 actions to improve access to mainstream services for people with disability
- helping people with disability develop their skills and job readiness, and supporting businesses to employ them through the *Employment Enablement Strategy*, with 75 packages allocated
- expanding the range of benefits available to older people through the NSW Seniors Card
- investing \$1.8 million on 24 projects designed to reduce isolation and promote active ageing among older people through the *Liveable Communities Grants* program
- promoting prevention of elder abuse by funding the establishment of the NSW Elder Abuse Helpline and Resource Unit and supporting research into elder abuse
- continuing to implement the *NSW Carers Strategy 2014–19*, our five-year plan to improve the position of carers in NSW.

Overcoming barriers to participation for people with disability

In 2015–16, FACS continued to promote the principles of the *Disability Inclusion Act 2014* through implementing the *NSW Disability Inclusion Plan*. This is a high-level, multi-agency plan which outlines how the Government will make the community more inclusive and accessible for people with disability. This innovative and pioneering plan aligns with the National Disability Strategy and our obligations under the *UN Convention on the Rights of Persons with Disabilities*.

People with disability identified the focus areas of the Plan based on the changes they wanted to see, which include:

- developing positive community attitudes and behaviours
- creating liveable communities
- supporting access to meaningful employment
- improving access to mainstream services through better systems and processes.

The Disability Inclusion Plan Implementation Committee, established by FACS, is overseeing its implementation. The Committee includes government, disability peak organisations and community partners.

All initial actions of the plan are underway, with employment for people with disability a key focus. During the year, FACS established a number of programs to promote employment across government, business and the community. This was done in partnership with other agencies, community groups, and business groups such as Clubs NSW, Sport NSW and the NSW Business Chamber.

FACS' own *Disability Inclusion Action Plan*, published on 3 December 2015, includes 50 initial actions, all of which are in progress. Additional actions will be added in response to consultation and feedback over time (see Appendix 4 for a more detailed description).

Increasing employment for people with disability

The *Employment Enablement Strategy* is a \$6 million, three-year program to get more people with disability with a work goal into the workforce. The Strategy helps people develop their skills and job readiness through allocating Employment Enablement packages to individuals with disability, and supports businesses to employ people with disability.

FACS is investing in initiatives to increase employers' capacity to provide sustainable employment for people with disability. This capacity-building is based on five strategies:

- identifying growth industries and emerging markets
- identifying and engaging sector stakeholders to test and refine proposed approaches
- developing and implementing an *Access and Inclusion Index*
- applying a demand-led brokerage model
- disseminating innovation and good practice, including developing a *Measurement and Evaluation Framework*.

Three growth industries have been identified to target as part of the strategy: Health and Social Assistance, Knowledge, and Accommodation and Food Services. Commitment has been gained from eight employers from these industries. A range of job roles have been identified and job seekers with disability will be matched to these roles.

A key aspect of the strategy is the *Access and Inclusion Index*. Launched in July 2016, and the first of its kind in Australia, the index enables employers to measure their accessibility and inclusion for people with disability and identify how they can be more inclusive. During 2016–17, we will continue to support increased employment for people with disability by investing a further \$2 million in the Strategy.

In December 2015, we celebrated the diversity and ability of people with disability through the *Don't DIS my ABILITY* campaign. The campaign theme, *Inclusion is about U and I*, focused on providing all people with the tools to help them interact with and be more inclusive of people with disability on a daily basis.

Realising the benefits of living longer

The first *NSW Ageing Strategy* continued to deliver on the Government's commitment to making sure older people in NSW experience the benefits of living longer and are able to participate in social and economic life. Originally released in 2012, the strategy was revised in 2015–16 based on feedback from stakeholders and the local community.

In 2015–16, the Government commenced expanding programs that broaden the interactions and skills of older people through grants that included:

- \$2 million over four years for the popular *Tech Savvy Seniors* program
- \$2 million over four years to triple the number of businesses offering Seniors Card discounts
- \$4 million over four years for local community projects designed to reduce isolation and promote active ageing among older people.

During the year, *Tech Savvy Seniors* continued to grow. The program provides free or low-cost training to older people in using a range of technology, enabling them to stay in contact with family and friends and engage with businesses and community organisations.

During this time, the number of training locations more than doubled from 71 to over 150, with more than 30 libraries offering courses in eight languages other than English. Training in Australian Sign Language was available through the Deaf Society of NSW. *Tech Savvy Seniors* courses were also delivered directly to residents in aged care facilities.

Since the program commenced in 2012, over 40,000 training places have been made available to assist older people. The first *Tech Savvy Seniors* roadshow was completed in 2015–16. Setting off from the National Centre for Indigenous Excellence in Redfern, the roadshow toured nine regional communities to educate Aboriginal Elders in using technology and to celebrate Aboriginal culture and intergenerational connections.

We continued to provide older people with a range of benefits via the Seniors Card. There are 1.45 million people with the card, allowing them discounts on products and services from around 2,300 businesses.

Seniors Card holders are now able to access even more savings following the Government's investment of a further \$2 million over four years into the program. During 2015–16 this delivered:

- a partnership with Telstra to give older people access to discounted broadband internet
- a renewal of the partnership with AGL Energy, which offers members up to 20 per cent off gas and electricity bills and discounts on solar power
- a new partnership with Powershop Energy, giving older people access to cheaper, greener power.

The NSW Seniors Festival is the largest festival of its kind in the Southern Hemisphere. It is designed to thank, celebrate and recognise seniors for the contribution they make to the NSW community. Every year during the festival, government, community and commercial organisations hold hundreds of events, encompassing art, sport, music, entertainment, technology, recreation, health and good nutrition. The festival ran from 1 to 10 April 2016 with the theme 'Grow Young', celebrating our seniors for their energy, experience and unique ability to know who they are and what makes them happy.

Supporting older people to actively participate in their communities

In 2015–16, FACS commenced the *Liveable Communities Grants* program. Providing funding of up to \$100,000 per project, this program helps organisations meet the needs of the ageing population through innovative initiatives and approaches that reduce social isolation and promote active ageing.

There was an excellent response to year one of the program, with 400 applications for funding received. Twenty-four projects, totalling \$1.8 million, were funded, including:

- the Bankstown Women's Health Centre's *Kitchen Project*, which brings seniors together with hospitality students, schools and community organisations to cook and share meals
- a spatial planning tool, piloted in Albury by Charles Sturt University, to plan urban parks based on demographics, travel time and park usage to better meet the needs of older residents
- *discoDtours*, a unique dancing tour that uses silent disco technology to explore how dance, music and exercise can assist older people with dementia and those with limited mobility
- Macquarie University's *myMoves* program, an innovative internet and telephone service aimed at increasing physical activity for older people living with chronic health conditions.

Several creative ageing projects have been funded through the *Ageing Strategy* this year, including:

- *A Picture of Health*, run in the Shore Regional Organisation of Councils local government areas (Pittwater, Warringah, Manly and Mosman) to encourage older people to share knowledge, engage in interpretation, express emotions and recall memories through exploring works of art
- the *Art Therapy Program*, designed for older people in Blacktown from culturally and linguistically diverse (CALD) backgrounds aimed at decreasing social isolation by participating in an art program with bilingual volunteers
- the *Intergenerate Program*, funded under the *Liveable Communities Grants* program and delivered by Bankstown City Council, to develop a prototype for professionally facilitated arts-based workshops for older people from CALD and Aboriginal backgrounds in Bankstown.

The *Living Active Lives* district pilot program provided \$300,000 in grants to five FACS Districts to run local initiatives to increase participation of older people in physical, social and creative activities and reduce isolation. These included the Parramatta Active Seniors Living project, a peer-designed and led recreational support program encouraging participation in physical activity, and *Activities for Life*, a program promoting balance and strength training to reduce the rate of falls in older people living at home.

Preventing elder abuse

The NSW Elder Abuse Helpline and Resource Unit is a confidential, free service that provides information, advice and referrals to elderly people at risk of abuse or neglect. It has received more than 5,000 phone calls since it opened in March 2013. The NSW Government has provided more than \$2 million support to the unit's helpline over the last three years.

In March 2016, the Minister for Ageing announced additional funding of \$60,000 for the helpline. This will provide more resources for 'train the trainer' sessions to help frontline workers identify and act on signs of elder abuse. It will also support research into elder abuse in Australia.

Caring for carers

The work that carers do is essential to the wellbeing of families and communities: yet while rewarding, caring comes with challenges. In August 2014, the Minister for Ageing and Disability Services launched the *NSW Carers Strategy 2014–19*, a five-year plan to improve the position of carers in NSW. The strategy is now being implemented by government, non-government organisations and business groups working in partnership to deliver better services and support for carers.

The strategy is the result of an extensive collaboration with more than 2,500 people, mostly carers. It will deliver 16 initiatives aimed at improving life for carers in areas such as employment, education, and health and wellbeing. Highlights from projects completed or currently underway include:

- recognising and raising community awareness of the valuable contribution of carers through media campaigns such as *Care for a Carer* (www.careforacarers.nsw.gov.au)
- supporting children and young people who are carers by working with Apps4NSW and Carers NSW to develop a Young Carer App (*Who Cares?*) that enables young people to self-identify as a carer and get the support they need
- improving information for carers in Aboriginal communities, collaborating with Aboriginal community partners, peak agencies and the NSW Trustee and Guardian to develop and promote culturally appropriate information and resources, including an updated planning resource called *Taking Care of Business*
- recognising carers' skills by working with the Health Industry Training Advisory Body, the Commonwealth Government and other partners to develop an interactive website – www.skillslink2work.com.au – that helps carers describe their daily activities in ways that can be used for job applications or recognition for training.

The *NSW Carers Strategy* complements reforms in other areas such as disability, mental health and ageing. It provides a broader context for the ongoing implementation of the *Carers (Recognition) Act 2010* and builds on what the Government is already doing to raise awareness and recognition of the challenges carers face.

Strengthening youth opportunities and participation

FACS is committed to ensuring that young people have the best opportunities in life and are supported to achieve positive outcomes for themselves and their communities.

Youth Opportunities provides grants to NGOs and local government to fund projects that enable young people to initiate, lead, manage and/or participate in community development activities. In December 2015, the Minister responsible for youth affairs announced grants totalling \$1.1 million for 31 new *Youth Opportunities* projects across NSW.

FACS supported Youth Week 2016, held from 8 to 17 April 2016. More than 100,000 young people participated in more than 870 local activities and events, including forums, debates, photography exhibitions, fitness activities, writing competitions, hip hop dance classes and concerts. Over 100 young people from across NSW attended the Youth Week forum at Parliament House, hosted by the Youth Week Committee and NSW Volunteering.

As part of our commitment to breaking disadvantage, the *Youth Scholarship Program* assists young people living in social housing to complete their Higher School Certificate (or TAFE equivalent) by providing one-off payments of \$1,500 for education-related items. In 2015–16, Youth Scholarships were awarded to 266 students.

Strengthening communities to break disadvantage

Building strong communities is an effective way of overcoming inequality and disadvantage. FACS seeks to build the capacity of communities in NSW so that they are more resilient and better able to respond to challenges. The *Community Builders* program provides funding for a range of services to strengthen communities, including:

- community and neighbourhood centres where people can meet and access resources
- services and projects targeting particular groups (e.g. men, women, cultural)
- projects to build communities and community organisations, such as providing mentoring schemes and management training.

The program has a strong focus on assisting disadvantaged groups, such as people on low incomes, those isolated due to where they live, or those with little or no access to community resources. *Community Builders* currently funds over 380 ongoing services delivered by NGOs and local councils.

This year FACS continued to invest in initiatives in areas of social disadvantage. One of these initiatives is called the *Innovation for Community Impact* (I4CI) program, which brings together the resources of the NSW Government, the philanthropic sector and local community groups. I4CI aims to support innovative responses to issues such as domestic and family violence, education disengagement, criminal behaviour and unemployment. This program is currently being delivered in 10 regional NSW Local Government Areas across the Hunter New England, Mid-North and Central Coast districts.

Recognising the contribution of volunteers

Volunteers make an invaluable contribution to individuals and communities. The first *NSW Volunteering Strategy*, which concluded on 30 June 2016, recognised the positive impact volunteers have on society. It also improved support for the 2.1 million volunteers across the State and supported the development of tools and resources to make volunteering easier in NSW.

In May 2016, the Minister responsible for volunteering released a second strategy, the *NSW Volunteering Strategy 2016–20*. This strategy was informed by consultation with over 2,200 volunteers. It aims to better recruit, support and recognise volunteers in NSW. Its six priority action areas are:

- expanding participation in community life through volunteering
- creating digital media avenues to support volunteering
- developing a mainstream media campaign and local marketing strategies to promote volunteering
- designing and developing new volunteering options
- building capacity in volunteer organisations to innovate and deliver best-practice volunteer management
- enhancing programs to recognise the positive contribution of volunteers.

2.5 Supporting people experiencing, or at risk of, domestic and family violence

FACS objectives

FACS is committed to ensuring that people experiencing, or at risk of, domestic violence are kept safe.

While many of our previous initiatives in this area have transferred to NSW Health (where they are being led by Women NSW following Machinery of Government changes), domestic and family violence continues to drive demand for many of our services, including social housing assistance, homelessness services, child protection and supporting the ageing population.

We continue to improve the safety of people affected by domestic violence by:

- improving our response to domestic and family violence
- increasing the availability of early intervention and tailored support to meet people's needs.

Operational performance overview

In 2015–16, FACS' expenditure included \$8.9 million to assist households, including children, to leave domestic and family violence, through the *Start Safely* program.

	2013–14	2014–15	2015–16
Reducing and preventing domestic and family violence			
Number of women and children supported under <i>Staying Home Leaving Violence</i> ¹	4,500	5,524	5,409

¹ Source: Staying Home Leaving Violence State Report

Outcomes and highlights

In 2015–16, we continued to improve the safety of people affected by domestic violence by:

- supporting 2,470 women and 3,393 children through the *Integrated Domestic and Family Violence Services* program, a multi-agency initiative involving NSW Government (for example Police, Health and FACS) and non-government agencies
- boosting funding for the SHS program by an additional \$20 million over two years through *Domestic Violence Response Enhancement* funding, which aims to improve capacity of and access to after-hours crisis accommodation and support
- opening two new women's refuges, in the Western Sydney and Sydney districts, under the SHS program, raising the number of government-owned refuges from 63 to 65
- assisting 1,928 households, including 3,228 children, to escape domestic and family violence and find stable accommodation in the private market through rental subsidies provided under the *Start Safely* program, with \$8.9 million in funding
- providing intensive support to 5,409 women and children escaping domestic violence to allow them to remain safely in their own home, with \$4.94 million in grants through the *Staying Home Leaving Violence* program, with personal duress alarms being used by 132 women, and police attending 11 incidents, resulting in four arrests and 14 charges.

Improving responses to domestic and family violence

Domestic and family violence is a major driver of demand for many of the FACS' services, and FACS plays a key role in preventing and responding to domestic and family violence. FACS is working to improve responses to domestic violence in cooperation with government agencies, NGOs and peak bodies.

During 2015–16, FACS continued to provide a more coordinated and effective approach to domestic violence through the *Integrated Domestic and Family Violence Services* program. This program supports clients by providing integrated case management through a multidisciplinary team, or targeted referrals between relevant government agencies such as FACS, NSW Police and NSW Health as well as non-government support agencies.

The program, which operates in 10 locations throughout NSW, continues to deliver positive results. It has provided support to 5,863 adults and children in 2015–16, enabling them to keep themselves and their families safe, and referring perpetrators to domestic violence change programs.

The Domestic Violence Line provides telephone crisis counselling, information, referrals and accommodation support 24 hours a day, 365 days a year for women who are experiencing, or have experienced, domestic violence from an intimate partner.

Breaking the link between domestic violence and homelessness

Domestic and family violence is one of the most commonly cited reasons for people seeking assistance from SHS. A key aim of the NSW Government's reforms to SHS is to ensure the system can better respond to the needs of women and children experiencing homelessness as a result of domestic and family violence. This includes achieving a better balance between prevention, early intervention and crisis support.

FACS operates a network of women-only refuges to ensure women leaving violence have access to safe accommodation. As previously noted, in 2015–16 two new refuges were opened. FACS has also been finalising negotiations with the providers of four additional women's shelters to increase the number of FACS-funded refuges.

FACS has also injected more funding into the system to make it stronger and to increase the capacity of services to cater for the special needs of women. As part of the NSW Government's \$60 million initiative to combat domestic violence, a \$20 million *Domestic Violence Response Enhancement* program was provided to boost the capacity of homelessness services to deliver 24/7 support and after-hours access to crisis accommodation.

Promoting a safe and respectful workplace

In 2015–16, FACS was one of the first NSW Government agencies to sign up to White Ribbon Australia's *Workplace Accreditation Program*. The program recognises workplaces that are taking active steps to prevent and respond to violence against women.

2.6 Better outcomes for Aboriginal people, families and communities

FACS objectives

FACS is committed to supporting and empowering Aboriginal people, their families and communities to live fulfilling lives and achieve their potential. We do this by:

- improving how we work with Aboriginal people to deliver responsive, culturally appropriate services tailored to community needs
- improving access to affordable, quality, culturally appropriate housing for Aboriginal people
- reducing the number of Aboriginal people who are homeless.

Operational performance overview

In 2015–16, FACS' expenditure to improve outcomes for Aboriginal children, families and communities included \$101.2 million for Aboriginal housing.

	2013–14	2014–15	2015–16
Aboriginal Housing Office (AHO) properties managed by:			
• Aboriginal Community Housing Providers	681	708	710
• Mainstream community housing providers	113	207	262
Total properties managed by community housing providers	794	915	972
AHO vacant blocks of land	160	156	174
AHO properties managed by FACS	4,685	4,685	4,647
Total AHO properties	5,639	5,756	5,793

Source: SAP Fixed Assets Register and the Aboriginal Housing Office Property Register Database July 2016

Outcomes and highlights

Outcomes and highlights for 2015–16 include:

- continuing to deliver the *Build and Grow* strategy, including providing \$26.2 million to engage with 39 Aboriginal Community Housing Providers to deliver culturally appropriate housing, upgrading 239 community-owned properties, and transferring management of 25 new houses to Aboriginal Community Housing Providers
- designing homes to meet families' needs by involving Aboriginal people and communities in site selection, design, layout and fitout
- preparing Aboriginal communities to be NDIS ready through gatherings and workshops
- celebrating NAIDOC Week (3–10 July 2016) through a range of FACS and community-run events.

Protecting vulnerable Aboriginal children and families

FACS continues to involve Aboriginal families and communities in keeping children safe. Aboriginal Child and Family Centres continued to bring together a range of early childhood, health and family support services to improve the overall health and wellbeing of children and provide support to their families. In 2015–16, FACS provided these support services to an average of over 3,800 children and parents or carers each quarter through these centres.

Under the *Safe Home for Life* program, FACS consulted with the Aboriginal Child, Family and Community Care State Secretariat (AbSec), the Children's Court, Aboriginal NGOs, Aboriginal Legal Services and other partners to develop a new Cultural Plan for children and young people who identify as Aboriginal and Torres Strait Islander in statutory OOHC. The plan provides an improved and standardised approach to care and cultural planning and supports the cultural identity and ties of the children and young people while in care. It does this through:

- a minimum of four culturally appropriate consultations
- a minimum of four activities that involve the child participating in their culture
- consultation and engagement with the child or young person's Aboriginal family, kin and community to ensure their cultural needs are met.

FACS worked with Grandmothers Against Removal and the NSW Ombudsman to establish Guiding Principles to strengthen the role of local Aboriginal communities in child protection decision-making. The Guiding Principles, agreed on 9 November 2015 at Tamworth, inform collaboration and cooperation guidelines between FACS and Aboriginal communities on child protection matters. In particular, they highlight the role of Local Advisory Groups through which local Aboriginal communities can participate in decision-making on the care and protection of Aboriginal children.

Supporting Aboriginal people with disability

Ensuring Aboriginal people with disability access quality and culturally appropriate support is a NSW Government priority. In 2015–16, FACS worked to ensure that Aboriginal communities were ready for the NDIS rollout. Key achievements included:

- holding readiness gatherings in Wollongong, Epping, Coffs Harbour, Batemans Bay, Dubbo, Macquarie and Liverpool, attended by over 1,100 people
- supporting the rollout through collaboration between the Northern Sydney and Nepean Blue Mountains districts, resulting in greater understanding of differing Aboriginal populations and sharing of skills and knowledge by FACS Aboriginal staff
- supporting Aboriginal disability providers through a range of Industry Development Fund initiatives, including sector support consultants, person-centred training, and 'Price is Right' workshops on unit costing
- delivering online resources, local information sharing networks, and an Aboriginal traineeship and cadetship program through the Aboriginal Resources and Pathways project
- providing the First Peoples Disability Network with \$1 million in funding over two years to prepare for the NDIS
- strengthening the decision making capacity of Aboriginal people with disability, their families and their communities in the Illawarra Shoalhaven district by working with the Illawarra Aboriginal Corporation, the South Coast Medical Service Aboriginal Corporation, and Uniting Jaanimili.

In 2015–16, the NSW Government provided \$9.1 million for 74 Aboriginal-specific Ability Linker positions to support people with disability, their families and carers to connect with their local community organisations, clubs, groups, businesses and mainstream services. Approximately half of the NGOs that provide Ability Links services are Aboriginal community-controlled organisations, and Aboriginal-identified Linkers represent 21 per cent of those delivering Ability Links across NSW.

Aboriginal Ability Links providers have been offered capacity-building with 12 Aboriginal agencies to develop strategic plans, organisational policies, and business processes for reporting, planning and budget forecasting. Aboriginal agencies have received tools and training, including culturally appropriate workshops, to implement a quality management system and meet NSW Disability Services Standards.

Creating new housing and increasing choice for Aboriginal people

In 2015–16, FACS continued working closely with Aboriginal communities to understand their regional and local housing needs by:

- providing 38 new homes, focusing on social housing and affordable housing for Aboriginal people moving towards greater housing independence
- transferring 12.3 per cent of properties owned by the AHO to Aboriginal Community Housing Providers, with a target of 20 per cent by 30 June 2019
- upgrading 239 homes owned by the Aboriginal Community Housing Sector across NSW
- successfully transitioning the new maintenance arrangements with the Land and Housing Corporation to streamline delivery of responsive maintenance.

FACS has also worked on developing relationships and programs to assist tenants to break the cycle of disadvantage. In 2015–16:

- we built relationships with the NGO sector to develop and implement a number of partnerships to better support Aboriginal people to access housing and achieve improved whole-of-life outcomes. These partnerships target young Aboriginal people exiting OOHC by supporting them to transition to independent living. They also support Aboriginal women exiting custody to transition to long-term stable accommodation
- the Employment Related Accommodation program provided opportunities for 68 Aboriginal people and families from remote NSW to access stable accommodation
- the AHO funded a range of initiatives as part of the Tenant Support and Education program, with over 20 community events held across towns in remote NSW
- over 180 tenants were assisted to maintain their tenancies and 68 Aboriginal people were assisted out of overcrowded housing and onto the Housing Pathways waiting list.

Under the National Regulatory System for Community Housing, there are currently two Aboriginal Community Housing Providers registered, with work underway to ensure all Aboriginal Community Housing Providers are registered by 30 December 2019. Registration provides Aboriginal Community Housing Providers with the opportunity to access a range of NSW Government funding and to be commercially competitive.

Local Decision Making

During the year, FACS continued its commitment to working closely with Aboriginal Regional Alliances to ensure that housing-related outcomes meet the needs of Aboriginal communities. This was done through Opportunity, Choice, Healing, Responsibility and Empowerment (OCHRE), the Government's community-based plan for Aboriginal affairs in NSW.

FACS began work to address the key housing priorities of Aboriginal Alliances in the Far West, Western and Illawarra Shoalhaven districts. The Illawarra/Wingecarribee Local Decision Making management group are now preparing to go into negotiations with the local Illawarra and Wingecarribee Regional Partnership Alliance group to address key priorities identified by local Aboriginal communities.

Embedding Aboriginal proficiency across FACS

In 2015–16, FACS and Aboriginal communities developed cultural inclusion plans for all FACS districts under the *Aboriginal Cultural Inclusion Framework 2015–18*. These plans identify local priorities and strategic actions to break the cycle of disadvantage and improve outcomes for Aboriginal people, families and communities.

The *FACS Aboriginal Employment Strategy 2016–18*, launched on 17 March 2016, expands our commitment to improving employment and career outcomes for Aboriginal people. The Strategy aims to attract and recruit more Aboriginal staff for FACS, build capabilities and promote Aboriginal cultural understanding. FACS is working towards achieving a target of having 7.5 per cent staff who identify as Aboriginal by June 2018.

In 2015–16, we showed our commitment to the FACS objective to ‘embed Aboriginal proficiency across FACS’, by supporting the following initiatives:

- Aboriginal staff from Western Sydney, Nepean Blue Mountains, and Northern Sydney districts gathered to develop strategies to enable FACS to provide better outcomes for Aboriginal communities. Staff discussed strategies on how to locate and engage relatives of children who are involved with the child protection system, and to work with communities to become more resilient.
- All AHO staff and contractors are to complete face-to-face Aboriginal Cross Cultural Awareness training, and as at 30 June 2016 all head office staff had completed this training.
- The AHO undertook a range of other cultural training to staff, including having guest speakers to address staff on Aboriginal issues. Place-based cultural learning that contextualises Aboriginal cultural learning to a specific landscape and language group will be offered in 2016–17.
- South Western Sydney District combined pre-existing Aboriginal Reference Group (ARG) staff from different ‘streams’ into one combined FACS ARG. The ARG meets every two months to discuss how to improve service delivery to Aboriginal children and their families. It has a work plan that aligns with the *Aboriginal Cultural Inclusion Framework District Plan* and is a conduit between Aboriginal staff and the District Executive.

2.7 Bringing FACS closer to communities

How we work

All parts of FACS, from back office to service delivery, work together to support the delivery of services and outcomes for our clients.

We do this by:

- putting people first
- creating local solutions tailored to local needs
- working with government, non-government and community partners to reach more people with better services
- building an agile and cohesive department that leads and delivers social policy reform.

Outcomes and highlights

Putting people first

The FACS *Service Charter* lets our clients know the standard of service they can expect from us. It acts as a quality assurance tool for assessing our interaction with people and guiding the design and improvement of our services.

The *Listening, Empowering, Achieving Potential: FACS Customer Improvement Plan 2016–19* was also developed during 2015–16. It commits to a number of initiatives which put people first, including:

- developing a *Customer Experience and Satisfaction Measurement Framework*
- creating an integrated complaints and feedback system
- integrating FACS websites and information technology systems
- driving behaviour and cultural change through employee engagement initiatives
- providing social housing tenants with more ways of communicating with us, such as both electronic and face-to-face options through the *Housing Connect* program
- improving child protection services through the Practice First model, which aims to make children and families safer through skilful child protection practice, shared management of risk, and stronger relationships with families and the community.

During 2015–16, FACS worked closely with the Social Innovation Council to develop the *NSW Human Services Outcomes Framework*. The framework seeks to ensure that government services are all working towards positive client outcomes and are creating clear pathways from what is delivered to how people benefit.

The framework identifies seven high-level wellbeing outcome domains for people in NSW: home, health, safety, social and community, education and skills, economic, and empowerment.

The first application of the framework to social housing will focus our collective effort on using social housing assistance to improve outcomes for tenants and users of our services.

We are also focusing strongly on improving support for our own people including:

- supporting staff capability and engagement through the *People Matter Action Plan*, released in June 2016, with measures such as the 'Simply the Best' customer service awards, the 'STAR' peer recognition program, a new leadership development framework, and a new learning management system
- supporting employment pathways, which covers such things as transferring to services in the non-government sector and moving into roles with the NDIA

- implementing standardised human resources (HR) analytical tools and dashboards covering workforce profiles, employee diversity and casework staffing so that managers have evidence-based capacity for improved HR decision-making
- modernising and consolidating HR policies and processes in order to streamline processes, reduce duplication, maximise use of technology and reduce timeframes for policy development.

Creating local solutions tailored to meet local needs

In 2015–16, FACS continued its focus on localisation – creating local solutions that are tailored to meet the needs of particular communities.

FACS is using a co-design approach to create local solutions in child protection, using the experience and knowledge of our caseworkers, partners and families to guide, test and review how we work. Co-design, an important part of the *Safe Home for Life* reforms, allows our districts to respond to their unique challenges, developing locally appropriate solutions rather than taking a one-size-fits-all approach. Initially four districts – Central Coast, South West Sydney, Nepean Blue Mountains and Western Sydney – are taking part in the co-design process.

We work closely with service partners to deliver great client outcomes locally. To date, we have established 25 pilot projects under the umbrella of Collective NSW, with the aim of better coordinating government agencies and the non-government and private sector to deliver integrated services to vulnerable people.

The Illawarra Shoalhaven District has created a One Place Service Centre which hosts FACS, mental health, education and NGO services in one building. The centre provides personalised referrals to NGOs so families no longer need to retell their story to multiple agencies.

Working with our partners to reach more people with better services

Leveraging the full potential of NGOs and the private sector provides opportunities to better respond to demand and to improve services for our clients. In 2015–16, FACS began refining its approach to commissioning so that it is less focused on *who* delivers a service and more focused on ensuring access to quality services.

Essential to the success of partnerships with the non-government and community sectors are principles of open government. The *FACS Open Government Plan 2015–17* is being progressively implemented across FACS, with key actions such as:

- releasing datasets that are of public interest (e.g. rent and sales tables, expected social housing wait times)
- increasing open access by uploading plans, policies and reports on the OpenGov NSW website, such as the *NSW Ageing Strategy Progress Report*
- facilitating public and industry collaboration in policy and services (e.g. through statewide consultation on the *Social Housing Discussion Paper* and workshops on the *NSW Disability Inclusion Plan*)
- increasing the use of social media as a communication tool for staff, customers and industry (e.g. using Twitter and Facebook to tell our clients' and staff's stories, and distributing on YouTube and social media the *Active Support* DVD)
- increasing online access to government services (e.g. by allowing applications for NSW Seniors Cards to be made online).

Improvements to public reporting in 2015–16 included:

- improving the standard of public reporting on the FACS Statistics website by allowing people to interactively engage with FACS data
- releasing the *Family and Community Services Statistical Report 2014–15*, which brings together performance data about FACS services into one easily accessible source
- working to improve the timeliness of reporting, with the release of quarterly updates and of a number of dashboards with quarterly data on social housing and services for children and young people.

Building an agile and cohesive department

FACS continues to develop its agility and its approach to being a streamlined and cohesive department. This transformation, which is ongoing, will also ensure that FACS fully reflects the principles of the *Government Sector Employment Act 2013* and that we operate within our resources.

Following our 2013 restructure of service delivery into 15 districts on the same boundaries as NSW Health, in 2015–16 we continued to work closely with local communities to improve outcomes for the people we serve.

We also developed and implemented several initiatives to enhance governance and performance. In June 2015 the FACS Board endorsed the *Integrated Planning and Reporting Framework*, which outlines a strategic approach to planning and reporting across the Department, with a particular focus on corporate planning and quarterly board reporting. As a result of this:

- in November 2015 the *FACS Corporate Plan 2015–19* was launched, containing 24 Priority Initiatives that link the *FACS Strategic Statement* to business unit activities
- business plans for 2016–17 were developed for each District and Directorate, outlining actions and timeframes to deliver local, Corporate Plan and FACS-wide initiatives that align with the objectives in the *Strategic Statement*
- the Integrated Board Dashboard was developed, to be given to the Board quarterly to provide an overview of FACS' progress against the strategic objectives and a summary of performance across the portfolio to support the Board in decision-making.

In 2015–16, significant progress was also made on integrating key business systems to support FACS objectives and services, namely:

- *OneSAP*, which is a single, streamlined SAP system for all FACS agencies, Districts and Divisions
- *OneTRIM*, which will provide a consolidated and central records management system, removing the need for multi-agency datasets, and allowing information to be securely stored with appropriate access levels.
- To enhance FACS' business processes and systems, development of the FACS ICT Strategy was completed in October 2015. The strategy will ensure that our ICT is well positioned to help achieve our strategic objectives. It will also ensure that performance will be continuously refined and improved through focusing on ICT operational performance, customer satisfaction and benefits realisation tracking.

Part 3 Appendices



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| 3.1 | Multicultural policies and plans | 3.14 | Internal audit and risk management |
| 3.2 | Consultants | 3.15 | Audit findings |
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3.1 Multicultural policies and plans

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

Key achievements 2015–16

- FACS coordinated cultural diversity planning, implementation and reporting across the Department through our *Diversity Matters: Cultural Diversity Framework 2014–17*.
- We launched the *Cultural Diversity Competency Framework* for disability services at a statewide conference, along with tools and resources which support mainstream and ethno-specific disability services to respond to the needs of culturally and linguistically diverse (CALD) people.
- Interpreters are now provided where needed to support families accessing the Disability Psychiatry Clinic and individual behaviour support work for clients and their families.
- Supported accommodation user information is being translated into selected languages, as advised by districts, and the *Direct Payment Agreement Handbook* has been translated into Vietnamese and Arabic. The 2016 school leaver resources, which include information for school leavers with a disability about eligibility assessments, consent and the NDIS, have been translated into 17 community languages.
- The Mary Dimech Multicultural Awards, which recognise outstanding achievement by FACS individual staff and teams in providing services to CALD clients and communities, were presented by the FACS Secretary at a formal event on 21 March 2016, coinciding with Harmony Day celebrations. Twelve excellent nominations were received.
- FACS conducted forums for NGOs providing OOHc services in order to assist them to meet the new mandatory requirement of including a Multicultural Plan in care plans lodged with the Children’s Court for CALD children and young people.
- We continued to provide access to training on culturally reflective practices and practice with CALD clients for FACS-funded agencies through the FACS Learning and Development directorate and NGO training bodies.
- We provided training on culturally responsive practice with diverse clients through the FACS caseworker development program of induction training for FACS child protection caseworkers.
- FACS provided cultural consultations for child protection caseworkers working with multicultural clients through multicultural caseworkers who have specific language and cultural skills. There are 60 multicultural caseworker roles identified across NSW, along with clear procedures and practice resources to support caseworkers in accessing cultural consultations with multicultural caseworkers.
- In July 2015, FACS provided a Multicultural Housing Assistance seminar to 28 service providers who work with multicultural families and communities.
- FACS Community Service Centres delivered 25 Multicultural Information Sessions to migrant and refugee communities in 2015–16 on the services we provide. This includes information on child protection and effective parenting practices.
- In April 2016, FACS delivered two masterclasses on Early and Forced Marriage to 80 child protection practitioners.
- FACS is working with the NDIA to ensure communities across NSW understand the NDIS and when they can join it. We have translated a poster with information about the NDIS into Arabic, Chinese, Greek and Vietnamese which will be distributed families from these communities who have children with disability.
- The Specialist Homelessness Services (SHS) Industry Partnership developed and finalised customised tools to improve SHS cultural competence, including competency around cultural and linguistic diversity.
- The *Disability Justice Project*, which requires involvement and consultation with CALD people, is being delivered by the Centre for Community Welfare Training in partnership with Life Without Barriers and the Intellectual Disability Rights Service.

- We supported use of the FACS *Health and Wellbeing Policy*, which requires disability support workers to ascertain cultural and religious preferences for people and their families as part of health planning. Support resources include case studies to highlight issues for people from CALD backgrounds.
- The FACS Multicultural Advisory Group (MAG) met quarterly in 2015–16 and revised its Terms of Reference to cover all FACS service streams; the Cultural Diversity Expert Advisory Group was convened twice.
- District Multicultural Advisory Committees (MACs) covering all FACS service streams convened quarterly in the South Western Sydney, Western Sydney, Nepean Blue Mountains and Hunter New England districts.
- FACS built the capacity of multicultural and ethno-specific organisations to prepare for transition to the NDIS through targeted support and 20 information sessions. Most of these sessions were provided in a community language.
- FACS delivered a suite of resources and workshops in the disability sector on exploring person-centred practice in a culturally sensitive manner.
- FACS attracted bilingual and bicultural staff to the disability sector through a range of resources, including a video featuring bilingual workers.

Aboriginal Housing Office

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

Home Care Service of NSW

Prior to its transfer to Australian Unity in February 2016, the Home Care Service of NSW (HCS) was guided by the FACS *Diversity Matters: Cultural Diversity Framework 2014–17* in providing culturally appropriate services.

NSW Land and Housing Corporation

The NSW Land and Housing Corporation (LAHC) is guided by the FACS *Diversity Matters: Cultural Diversity Framework 2014–17* in providing culturally appropriate housing services.

Key multicultural strategies proposed for 2016–17

- FACS will deliver two masterclasses on Early and Forced Marriage in 2016–17 to child protection practitioners and service providers to provide insight into culture and marriage practices in communities where underage or forced marriages may take place, and to present strategies to address this practice.
- FACS will redesign its Care Plan template for children in foster care in NSW, including creating a new Multicultural Care Plan template. Caseworkers will complete cultural plans for all children and young people from multicultural backgrounds entering into statutory OOHC.
- FACS will support the NDIA to draft a CALD Strategy and Implementation Plan which will guide the working arrangement outlined in the *NDIS Operational Plan*.

3.2 Consultants

FACS (department) expenditure on consultancies for 2015–16

Consultancies equal to or over \$50,000

Cluster entity	Consultant	Project	Amount (\$) inc. GST	Category
FACS (department)	The Boston Consulting Group	Social Housing Framework and Policy Reform	2,112,000	Management Services
FACS (department)	The Boston Consulting Group	Strategic Reform and Policy Future State Design	989,835	Organisational Review
FACS (department)	The Boston Consulting Group	Social Housing Analytics Modelling	101,200	Organisational Review
FACS (department)	Third Horizon	Corporate Services Future State Design	141,179	Organisational Review
FACS (department)	Third Horizon	Corporate Services Step Down and Reform Planning	349,961	Organisational Review
FACS (department)	The Trustee for the Formosa Family	Bellambi Public Housing Community Renewal Project	159,900	Management Services
Aboriginal Housing Office	Nil			
Home Care Service of NSW	Nil			
NSW Land and Housing Corporation	Nil			

Consultancies under \$50,000

There were no consultancies under \$50,000 for FACS (department), Aboriginal Housing Office, Home Care Service of NSW and NSW Land and Housing Corporation for 2015–16.

3.3 Consumer response

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

FACS is currently undertaking a project to create an integrated Complaints Management System that aligns with the Australian and New Zealand Standard Guidelines for complaint management in organisations (AS/NZS 10002:2014) and the NSW Government's *Complaints Handling Improvement Program*.

Aboriginal Housing Office

Type of feedback	2014-15	2014-15 (%)	2015-16	2015-16 (%)
Complaints				
Service quality/delivery	30	6	139	34
Behaviour of staff	0	0	0	0
Service access/ processes/ procedures	331	67	220	55
Other complaints	134	27	31	8
Illegal use of premises and anti-social behaviour	0	0	11	3
Total complaints	495	100	401	100
Other feedback				
Compliments	0	0	0	0
Suggestions	0	0	0	0

The Aboriginal Housing Information Service (AHIS) provides information, referrals and advice to Aboriginal people about housing options and issues. In 2015-16, AHIS staff answered over 401 enquiries from Aboriginal people on areas such as tenancy, repairs and maintenance, and priority housing assistance. The AHO is currently implementing a new strategic direction which will focus on better outcomes for tenants.

Ageing, Disability and Home Care (including Home Care Service of NSW)

Type of feedback	2014–15	2014–15 (%)	2015–16	2015–16 (%)
Complaints				
Service quality/delivery	241	60	134	38
Behaviour of staff	137	35	76	22
Service access/ processes/ procedures	11	3	121	34
Other complaints	8	2	22	6
Illegal use of premises and anti-social behaviour	0	0	0	0
Total complaints	397	100	353	100
Other feedback				
Compliments	0	0	0	0
Suggestions	0	0	0	0

In 2015–16, 353 complaints were received by ADHC, compared to 397 complaints in 2014–15.

In April 2016, ADHC completed a statewide post-implementation review and subsequently released a revised version of the *Complaints Policy* and *Complaints Guidelines*.

FACS is currently developing a coordinated department-wide approach to complaints management as a central building block for a *Client Satisfaction and Service Improvement Framework*. This approach will:

- enable the enhanced capture and analysis of all relevant data to inform decision-making regarding client satisfaction and service improvement
- include defining what types of information will be monitored and measured
- inform engagement with the NGO sector on expectations.

In order to meet the needs of the community and to communicate ADHC's complaints handling process, we:

- released information sheets and complaint forms in 12 community languages
- will be releasing an Easy Read version of the *Complaints Guidelines* in the near future.

ADHC complaints data is collated from the following sources:

- Client Information System (CIS)
- National Disability Abuse and Neglect (NDAN) Hotline notifications
- Enquiries, feedback and complaints mailbox (ADHC 'contact us' webpage)
- Urgent Requests for Information (URIs) received from Minister Ajaka's office.

Home Care Service data has been excluded from the analysis for the last two quarters in 2016 due to the transfer of this service to Australian Unity.

Community Services

Type of feedback	2014-15	2014-15 (%)	2015-16	2015-16 (%)
Communication	136	28	176	33
Service quality/delivery	105	22	158	30
Behaviour of staff	99	21	80	15
Service access/ processes/ procedures	130	27	114	21
Other complaints	10	2	6	1
Total complaints	480	100	534	100

The Enquiry Feedback and Complaints Unit (EFCU) provides a centralised intake and referral point for complaints. The unit aims to resolve complaints within 20 working days, though if the issue is complex it may take longer.

During 2015-16, the EFCU received a total of 8,538 contacts, an increase of 758 on the previous year. Of these, 6.3 per cent (534) resulted in formal complaints which were referred to districts/ business areas for resolution, compared to 6.2 per cent (480) in 2014/15. The remaining 93.7 per cent (8,004) were resolved and managed by complaints officers.

Housing Services and the NSW Land and Housing Corporation

Type of feedback	2014–15	2014–15 (%)	2015–16	2015–16 (%)
Complaints¹				
Service quality/delivery	1,179	19	1,816	40
Service access/ processes/ procedures	3,179	50	1,401	31
Behaviour of staff	475	7	303	7
Other feedback	342	5	204	5
Total complaints	5,175	82	3,724	82
Other feedback				
Compliments	376	6	497	11
Suggestions	41	1	33	1
Service request/referral	753	12	274	6
Total other feedback	1,170	18	804	18
Total feedback (Total complaints + total other feedback)	6,345	100	4,528	100

¹ Feedback classification categories have changed between the financial years of 2014–15 and 2015–16. This is due to the introduction of the new Assets Management Service Transition by LAHC in April 2016.

Total number of complaints received for period 2015–16 is 3,724, which is 1,451 less than the previous period. The decrease can be attributed to process improvements and an increase in service delivery to clients through the introduction of new initiatives for raising issues or concerns with FACS Housing and LAHC.

A significant effort was placed undertaking outbound customer survey audits in the 2015–16 financial year prior to the transition of the maintenance contract. LAHC initiated an outbound phone call campaign to tenants to ensure the maintenance work was completed to their satisfaction.

The Housing Contact Centre focussed on providing clients improved customer service through the continuation of the Ministerial Enquiry Line.

A new service was also introduced by LAHC post Maintenance transition to focus on customer satisfaction with completed works under the new contract as well as setting up a specialist line for MPs to contact when their constituents have an issue that had been escalated to the local member.

3.4 Disability Action Plan

Disability inclusion action planning captures FACS' commitment to improving access to services, facilities, jobs in the public sector and workplace inclusion for people with disability.

The *Disability Inclusion Act 2014* (the Act) formalises Australia's commitment to the *UN Convention of the Rights of Persons with Disabilities*. The commitments in the convention have driven a reform agenda designed to shift attitudes towards a rights-based response to the diverse needs of people with disability in accessing all aspects of society. To achieve these goals, the Act required the creation of two different types of plan, the *NSW Disability Inclusion Plan* (NSW DIP) and the *Disability Inclusion Action Plan* (DIAP).

NSW Disability Inclusion Plan

The NSW DIP is a high-level multi-agency plan written by FACS that sets out how the NSW Government will support inclusion for people with disability in the community. The plan has four focus areas: developing positive community attitudes and behaviours; creating liveable communities; supporting access to meaningful employment; and improving access to mainstream services through better systems and processes. The NSW DIP was launched on 26 February 2015.

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

Disability Inclusion Action Plan

All NSW Government departments, as well as most agencies and local councils, are required to create their own DIAP. DIAPs, which replace the former Disability Action Plans, set out the measures that departments intend to put in place to ensure that people with disability can access services and participate fully in the community. In 2015, statewide consultation and co-design activities continued with people with disability and other disability stakeholders in the development of DIAPs. Other resources and supports were also developed to assist managers to support ongoing inclusion. FACS held workshops to provide practical assistance to NSW Government departments in developing their plans.

On 3 December 2015, the FACS *Disability Inclusion Action Plan 2015–19* (FACS DIAP) was published. It details 51 actions that FACS will take to support inclusion, ensure consultation with people with disability and protect their rights. It also allows FACS to extend its influence to the wider community by working with building industry representatives to award inclusive designs in public and private buildings.

2015–16 outcomes from the FACS DIAP: Highlights from the first six months of implementation

Developing positive community attitudes and behaviours

- *Upholding the rights of people with disability – a training package for the NSW Public sector* was jointly developed and launched by FACS and the Australian Human Rights Commission. It promotes positive attitudes towards disability.
- FACS funded the 2015 *Don't DIS my ABILITY* campaign to produce pervasive public awareness messages, such as 'Say it to my face' and 'Day in the life', which had over 600,000 views.
- FACS developed resources and guidelines to support NSW Government clusters in developing their DIAPs.
- The *Supporting Transition and Independence in the Leaving Care Program* project (also known as the *Ability Project*), delivered by the CREATE Foundation, ran workshops targeting young people with disability in the Leaving Care Program, their carers and disability sector staff. The workshops aimed to build positive attitudes around the ability of young people with disability to speak up, be empowered and make informed decisions about their future and goals.

- The *Lifestart School Age Years Inclusion Support Project (SAY)* for young people (9–18 years) worked with children and young people with disability, their families/carers, and mainstream and community-based programs at key life stages and transition points to support inclusive practices within mainstream services and settings.
- The Northcott *FundAbility* project provided a range of micro-grants to community organisations to fund or subsidise initiatives/projects to build skills, resources and knowledge and to alter practices to be more inclusive of children and young people with disability in their local community.
- FACS launched a range of person-centred resources as part of the *Good to Great Framework*. The resources promoted placing the person with disability at the centre of all decisions relating to their lifestyle preferences, health and wellbeing and risk management, to the extent of their capacity.
- The *Ability Links* program is continuing to support the NDIS reforms in NSW by delivering outcomes for people with disability. Participants have increased their engagement with services, improved their connections with communities, accessed training and employment, and reported improved self-esteem and greater wellbeing. The program is also having a positive impact on the broader community in terms of become more inclusive of people with disability, their families and carers.
- FACS provided support materials and ran workshops for key staff to ensure they are confident to drive accessibility in FACS.
- Carers NSW and Mirri Mirri partnered in delivering *Supported Decision Making (SDM)* workshops for 14–18-year-olds with disability, their families and/or carers. The workshops focused on building the young peoples' capacity to make supported decisions, as well as building the capacity of families and carers to step away from substitute decision-making towards the SDM person-centred approach. The workshops were attended by 94 young people and 159 carers.
- The AHO worked to ensure that Aboriginal Community Housing Providers are aware of changes to the provision of service for people with a disability within the NDIS through targeted communications and newsletters.

Creating liveable communities

- The *Strengthening Supports for Children 0–8 Years and their Families* strategy significantly increased opportunities for children with disability aged 0–8 years and their families to participate and be included in their communities by making specialist supports accessible in mainstream settings where children live.
- Residents, family and friends have been invited to participate in the design of new supported accommodation as part of the closure of LRCs.
- Easy English booklets were distributed to assist people with disability in their decision-making regarding accommodation choices provided through NGOs.
- *Design Guidelines for Group Accommodation* was published to provide guidance in the design of new contemporary residential accommodation and to support professionals designing accommodation for people with disability.
- A capital program delivered new contemporary residential accommodation to support the closure of LRCs. This allows residents to move from outdated modes of accommodation to contemporary purpose-built accommodation that provides them with greater choice, independence and community connection.
- Collaboration continues with Local Government NSW, local councils and community groups regarding various initiatives to increase accessibility for people with disabilities. This includes the mapping of accessible toilets across NSW, a trial of Lift and Change facilities, and supporting access to private vehicles for people with disability.
- There has been ongoing consultation with the FACS Disability Employee Network and the Diversity Working Group to support delivery of the relevant initiatives in the DIAP.
- FACS implemented a new *HR Policy Development Consultation Framework*. The framework ensures that people with disability, as well as other diversity groups, are included as key stakeholders and subject matter experts during our HR policy consultation process.
- Upgrading lift facilities in the social housing portfolio buildings has commenced to make the lifts safer for clients with disability, enabling ease of movement around the building and greater adaptability to the changing abilities of clients.

- All FACS Social Housing staff have been assessed by an occupational therapist to ensure the work environment is accessible to them and that any adjustments/equipment required have been provided.
- The AHO provides funding for LAHC and Aboriginal Community Housing Providers to deliver home modifications for Aboriginal people with a disability living in AHO houses.
- LAHC aims to construct at least half of its new social housing dwellings with elements that make it easier to move around, safer to live in and more adaptable to the changing abilities of residents.

Supporting access to meaningful employment

- FACS, in partnership with the NSW Public Service Commission, established the Disability Employment Advisory Committee (DEAC) to develop a strategy to increase employment for people with disability across the NSW public sector.
- FACS, together with the Australian Network on Disability (ADN) and Social Ventures Australia, is working to increase the capacity and confidence of employers to employ people with disability.
- The *Employment Enablement Strategy* is providing \$6 million over three years to get more people with disability into work, and to build the capacity and confidence of business to employ people with disability.
- As part of the *Employment Enablement Strategy*, FACS is working as a key development partner with ADN to implement an *Access and Inclusion Index*. The index is the first in Australia to measure employers' level of accessibility and inclusion for people with disability.
- The *Transition to Work* program continues to help students with disability move from school to work. Since its inception, the program has supported nearly 3,000 young people with disability to get employment.
- FACS is now participating in the ADN's *Stepping Into* internship program for university students with disability. FACS is employing two interns in the 2016 winter program and will offer a minimum of five internships in the 2016–17 summer intake.
- The *Ability Links* program has been successful in providing practical advice to businesses on how to employ a person with disability, providing information to employers that highlights the person's capabilities, interests and goals.
- The *FACS Workplace Adjustment Procedure* has been developed and implemented to make it easier for employees who are requesting an adjustment and to strengthen the confidentiality of the process.
- FACS introduced a diversity statement in all job advertisements that actively encourages people with disability to apply for FACS roles.
- FACS and the NSW Public Service Commission (PSC) have jointly developed a Disability Employment Pilot, to be led by FACS. The pilot includes a package of measures targeted at improving employment outcomes for people with disability. FACS is working with the ADN to achieve 'Disability Confident Recruiter' status. This will ensure our recruitment practices are accessible and inclusive for people with disability.
- LAHC's new maintenance contract, which commenced in April 2016, has a focus on social outcomes. Maintenance contractors must engage organisations registered with National Disability Services as Australian Disability Enterprises (ADEs), or with the Australian Charities and Not-for-Profits Commission as not-for-profit Community Service Providers (CSPs). ADEs and CSPs must undertake no less than 5 per cent of the contract price each year.

Improving access to mainstream services through better systems and processes

- In 2015–16, FACS supported 15,400 children and young people with disability and their families to continue to achieve their goals and to prepare for the NDIS.
- FACS has transformed the assessment process for young school leavers with disability. The new process includes podcasts, webinars, improved and streamlined assessor training and a dedicated Post School Programs webpage, along with a plain English brochure.
- In Western Sydney, FACS has established a monthly forum with NSW Health across hospitals, community health, mental health and the children's hospital network. The aim is to increase understanding of mainstream agency responsibilities at the interface with NDIS and to facilitate access to appropriate specialists and mainstream supports for people with disabilities in the health system. FACS has made presentations to over 300 NSW Health staff at Westmead, Blacktown and Auburn hospitals.

- The FACS *Web Accessibility Policy* was launched in January 2016 to clarify our commitment to digital accessibility. The FACS *Digital Accessibility Standard* was also published to provide staff with options to comply with accessibility requirements and to ensure that content presented through digital channels meets the needs of all persons, regardless of age, background, literacy levels, cognitive capacity and/or physical ability.
- We launched the FACS Digital Accessibility User Network in July 2016, comprising community and FACS staff members who will help us validate that new digital services delivered through the Digital Consolidation Program meet their needs and expectations.
- The FACS-coordinated Accessibility Advisory Committee provided advice on the development of accessible materials and a position statement on accessible information and communication technology procurement, which is being progressed by the Department of Finance and Services.
- A new casework practice site is being developed with disability inclusion in mind. The new site will adhere to FACS requirements for accessible IT communication.
- Underlying platforms are being transformed to meet accessibility standards to support *ChildStory* and the work FACS is doing on the intranet and the website.
- The Institute for Family Advocacy and Leadership Development continued to deliver the *Resourcing Families* program. This program builds the knowledge, skills and experience of families of children and young people in developing, implementing and sustaining individualised, self-managed supports. Delivery of the program included statewide forums, a new website, information resources and updating the *Harness the Possibilities – Planning for a Positive Future for a Child with Disabilities* resource.
- The FACS *Quality Policy* was reviewed and updated in October 2015 to clarify processes and systems to support service providers to meet the requirements of the *NSW Disability Inclusion Act 2014* (DIA). In recognition that people with disability must be supported to speak up when a service is not meeting their needs, FACS collaborated with people with disability and the NSW Ombudsman's office to create a short video for service providers on the benefits of complaints and having a good complaints handling system.
- The Homelessness Unit has been working with Infoxchange Australia to ensure that the Client Information Management System used by FACS employees and Specialist Homelessness Services in NSW is accessible for people with disability and consistent with Web Content Accessibility Guidelines (WCAG) 2.0 rating AA.

Improving organisational data to inform planning and decision-making

- FACS commenced research to review current baselines and identify areas for improvement to increase current response rates and completeness of data.
- FACS produces the Diversity Dashboard quarterly in order to provide workforce diversity data to managers to help them actively monitor their progress with recruitment and retention of employees with disability.

3.5 Workforce diversity

Many of the approaches to increasing workforce diversity are common across the FACS cluster. This includes the Aboriginal Housing Office (AHO), the Home Care Service of NSW, the NSW Land and Housing Corporation (LAHC) and Business Services.

Trends in the representation of workforce diversity groups				
EEO group	Benchmark/ target %	2014 %	2015 %	2016 %
Aboriginal and Torres Strait Islander people	2.6	3.7	4.6	4.7
People whose first language spoken as a child was not English	19.0	10.0	10.1	11.0
People with disabilities	n/a	2.5	2.6	2.7
People with disabilities requiring work-related adjustment	1.5	0.8	0.9	0.9
Trends in the distribution of workforce diversity groups				
EEO group	Benchmark/ target ¹	2014	2015	2016
Women	100	84	91	100
Aboriginal and Torres Strait Islander people	100	101	106	102
People whose first language spoken as a child was not English	100	100	102	97
People with disabilities	100	121	115	108
People with disabilities requiring work-related adjustment	100	131	120	107

¹ A Distribution Index of 100 indicates that the centre of the distribution of the workforce diversity group across salary levels is equivalent to that of other staff. Values less than 100 mean that the workforce diversity group tends to be more concentrated at lower salary levels. The principal driver of the low index for women in FACS is the fact that care workers in the Home Care Service of NSW, whose remuneration is lower than average (particularly in light of the high level of part time work), are predominantly women.

Source: NSW Public Service Commission.

Aboriginal employment

In 2015–16, FACS:

- developed and launched the *Aboriginal Employment Strategy 2016–18* (AES), on National Close the Gap Day, which took effect on 1 July 2016 (the AES contributes to key result area 4 (Aboriginal Workforce Reform) of the *Aboriginal Cultural Inclusion Framework 2015–18* and has three focus areas, namely attraction and recruitment, building capabilities and careers, and promoting cultural competency)
- developed and used a range of culturally appropriate promotional materials to attract Aboriginal applicants as part of an improved Aboriginal Caseworker recruitment campaign
- encouraged and supported staff to participate in a range of internal and external events, such as the Regional Aboriginal Staff Networking Event, organised by the NSW Public Service Commission
- developed a protocol for Acknowledgement of and Welcome to Country in consultation with Aboriginal staff, with the protocol being incorporated into the *FACS Event Management Guide*
- participated in, promoted and encouraged staff to organise events to recognise dates of Aboriginal cultural significance, including NAIDOC Week and Sorry Day
- developed the FACS Employee Diversity Dashboard, which provides an interactive and easy-to-use representation of FACS' diversity data in order to support managers and HR practitioners in making informed decisions about their teams and the FACS workforce
- supported 10 employees to participate in the NSW Public Service Commission's leadership programs designed for Aboriginal employees
- provided funding for 10 Aboriginal employees to attend the Institute of Public Administration Australia's Young Professionals Breakfast 2016
- provided a number of Indigenous cadetships (27 in total since 2014)
- participated in the Aboriginal Leadership Development Conference (four times over the year)
- offered two online Aboriginal Cultural Awareness packages as part of the orientation process, namely Aboriginal Cultural Awareness – Interactive OCHRE and Aboriginal Cultural Competency (mandated for FACS frontline staff and provided in partnership with the Centre for Cultural Competence Australian and TAFE NSW via an online module mapped to three levels of competence).

In 2016–17, FACS will:

- contribute to the Premier's Priorities in the area of improving the representation of Aboriginal people in senior leadership roles
- continue to deliver initiatives within the *Aboriginal Employment Strategy 2016–18*
- monitor progress on achieving targets set under the AES, in particular that 7.5 per cent of the FACS workforce (non-disability) identify as Aboriginal and/or Torres Strait Islander by June 2018
- participate in the University of Sydney's *Breadwinners* program
- design the FACS *Aboriginal Leadership Development Program* for high potential employees
- participate in PSC leadership programs specifically designed for Aboriginal employees such as the Emerging Indigenous Leaders Summit and Aboriginal Career and Leadership Program
- identify formal and informal mechanisms for training opportunities, job shadowing and mentoring to enhance capabilities of Aboriginal employees
- monitor Employee Engagement Survey data to evaluate engagement of Aboriginal employees
- consolidate and deliver a FACS-wide Aboriginal Cultural Competency training program
- continue to offer cadetship programs
- establish targeted traineeship and graduate programs for Aboriginal people
- encourage and support Aboriginal employees to access Aboriginal employee networks, gatherings and conference activities.

Multicultural employment

In 2015–16, FACS:

- conducted information sessions in line with the multicultural caseworker recruitment campaigns, targeting applicants from specific cultural backgrounds at various locations according to community needs
- provided all new employees access to cultural awareness training (e-learning) as part of the FACS induction program
- provided all case workers with training on working with people from a CALD background
- provided our NGO partners with access to the FACS NGO Learning Centre.

In 2016–17, FACS will:

- continue to use targeted recruitment campaigns to attract applicants from multicultural backgrounds based on the needs of our clients
- employ up to five refugees to support the Government's commitment to refugee employment
- continue to provide all new employees with access to cultural awareness training (e-learning) as part of the FACS induction program
- continue to provide all case workers with training on working with people from a culturally diverse background
- continue to provide access to the FACS NGO Learning Centre, including resources which promote culturally reflective practice among our NGO partners.

Employment of women

In 2015–16, FACS:

- supported 10 women under the age of 35 to attend the International Women's Day Young Professional Women Australia Conference
- sponsored 11 women to attend the Public Sector Young Leaders Conference
- supported 10 high-potential women to attend the Public Sector Women in Leadership Summit
- sponsored 18 Aboriginal women who are current and emerging leaders to attend the Indigenous Women's Leadership Summit
- supported participation in key sector leadership programs, with the participation of three women in the Australia and New Zealand School of Government (ANZSOG) Executive Masters program
- offered 12 women from across FACS, ranging from grades 5/6 to 9/10, placements in the *Drive Your Career* program.

In 2016–17, FACS will:

- focus on the work that contributes to the Premier's Priorities in the area of increasing representation of women in senior leadership roles
- participate in the Public Service Commission's research into women in senior leadership roles
- encourage and support attendance at targeted women's events aimed at women's leadership development
- continue to participate in the Public Sector Women in Leadership Summit
- continue to sponsor Aboriginal women's attendance at the Indigenous Women's Leadership Summit
- continue to support participation in key sector leadership programs such as the ANZSOG Executive Masters program
- actively sponsor women from across FACS to participate in the *Drive Your Career* program.

Employment of people with disability¹

In 2015–16, FACS:

- supported job applicants with disability by providing reasonable adjustments and other support throughout the recruitment process to enable them to best demonstrate their capabilities for the role they had applied for
- commenced developing a customised e-learning course for all managers to support the FACS Reasonable Adjustment Procedure (which is currently being revised)
- ensured that all new e-learning content on IGNITE (FACS' learning management system) is compliant with Web Content Accessibility Guidelines (WCAG) 2.0, making content accessible to people with disability.

In 2016–17, FACS will:

- work with the NSW Public Service Commission on a joint *Disability Employment Pilot Project* which will be led by FACS, with the objective of removing barriers in the recruitment process, improving employment outcomes and increasing workforce participation rates for people with disability
- offer internship opportunities to university students with disability through the *Stepping Into* program, facilitated by the ADN
- develop and implement a campaign for raising FACS awareness of disability, diversity and inclusion via an e-module (for employees and managers) and a face-to-face program (for executives)
- encourage private learning and development providers to publicly offer accessible development programs to support candidates with disability applying for FACS roles
- identify two positions within FACS for graduates with disability
- investigate the development of learning solutions for the DIAP
- identify relevant accessibility standards for FACS for all published video content
- work towards full accessibility of all video resources, in line with the *Digital Consolidation Program of Work*
- increase the level of document accessibility across FACS through creating an accessible foundation/refresher e-learning program and a more advanced face-to-face development program
- test and update the accessibility of the FACS *Performance Development Plan* (PDP) and provide Braille copies of information if needed
- consider inclusion of the PDP into the Human Capital Management system to increase accessibility
- link PDP performance objectives to FACS DIAP actions for all FACS roles
- implement the e-learning course for all managers to support the FACS Workplace Adjustment Procedure.

¹ Note this section only includes initiatives outside of the top priorities already mentioned in Appendix 4 – Disability Inclusion Action Plans.

3.6 Human resources

Exceptional movement in wages, salaries and allowances

From the first pay period on or after 1 July 2015, FACS staff received an increase to their salaries of 2.5 per cent.

Personnel policies and practices

FACS has comprehensive policies which provide a framework for the appropriate management of staff and business risks. FACS developed its *HR Policy Development Consultation Framework* in May 2016.

As part of an ongoing policy consolidation effort, FACS is well progressed in reviewing, updating and harmonising all HR policies relating to operational human resources, payroll and governance, work health and safety, performance and conduct, learning and development and workforce planning. Policy changes also incorporate any new legislative changes and Public Service Commission requirements.

Industrial relations policies and practices

FACS conducts quarterly statewide Joint Consultative Committee meetings with the Public Service Association and NSW Nurses Association, as well as regular consultation on key reform priorities for FACS.

A separate implementation group was convened with United Voice until the transfer of care workers to Australian Unity in February 2016. A similar implementation group was convened with the Public Service Association until the transfer of administrative staff to Australian Unity.

Throughout 2015–16, industrial relations staff were actively involved in strategic planning, major reform projects, dispute prevention, industrial tribunal proceedings and monitoring of industrial relations issues.

Compliance with the *Government Sector Employment Act 2013*

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

Over 2015–16, FACS implemented the following changes in line with the GSE Act:

- transitioning FACS' executive structure and introducing Public Service Senior Executive employment contracts across all divisions, with the exception of the Districts and Statewide Services, which are scheduled to transition by December 2016
- introducing mechanisms to improve mobility of staff and strengthen merit-based recruitment
- developing capability-based role descriptions for all Central Office and Corporate Services roles
- implementing an organisation-wide performance and development program aligned with the Public Service Commission's *Performance Development Framework*.

Number of FACS cluster employees by employment category at workforce census period (June 2016)

Employment category	FACS Department	Aboriginal Housing Office	Home Care Service of NSW	NSW Land and Housing Corporation	Total
Ongoing	11,886	53	49	384	12,372
Temporary	1,662	16	0	23	1,701
Senior Executive ¹	138	5	0	23	166
Casual	1,648	0	1	0	1,649
Other	10	0	0	0	10
Total	15,344	74	50	430	15,898

¹ Senior Executive employees include those who have a Senior Executive Service (SES) contract and are covered by the conditions of employment and guidelines for the SES or those with a Senior Executive contract covered by the conditions of employment and guidelines for the Senior Executive. Where staff are performing higher duties to fill an SES position and are not already an SES employee, these numbers are not included in this table as Senior Executive employees as they are still covered by their substantive conditions of employment while receiving a notional monetary value equivalent to a Senior Executive position.

Source: FACS 2016 Workforce Profile, NSW Public Service Commission.

Number of FACS cluster employees by employment category by year

Employment category	2012–13	2013–14 ²	2014–15	2015–16 ³
Ongoing	16,029	16,131	15,922	12,372
Temporary	2,112	2,307	2,195	1,701
Senior Executive ¹	47	71 ²	65	166 ⁴
Casual	2,324	2,286	2,167	1,649
Other	27	15	13	10
Total	20,539	20,810	20,362	15,898

¹ Senior Executive employees include those who have a Senior Executive Service (SES) contract and are covered by the conditions of employment and guidelines for the SES or those with a Senior Executive contract covered by the conditions of employment and guidelines for the Senior Executive. Where staff are performing higher duties to fill an SES position and are not already an SES employee, these numbers are not included in this table as Senior Executive employees as they are still covered by their substantive conditions of employment while receiving a notional monetary value equivalent to a Senior Executive position.

² The number of Senior Executive staff increased in the 2013–14 financial year due to the transfer of 12 Senior Executives to FACS as part of the transfer of LAHC to the management of the Director-General (now Secretary) of FACS and due to some staff previously employed as Senior Officers now being employed as Senior Executives.

³ Machinery of Government changes at the commencement of 2015–16 resulted in the movement of the Office of Communities, the Advocate for Children and Young People and Multicultural NSW into the cluster and the transfer of Women NSW out of the cluster. Note that Multicultural NSW data is not included in this table as it is presented in a separate annual report.

In addition, the Home Care Service of NSW was transferred to Australian Unity on 19 February 2016.

Note: Includes staff from FACS, statutory bodies of the Home Care Service of NSW (HCS), LAHC and Aboriginal Housing Office (AHO), and departmental staff who provided employee-related services to NSW Businesslink.

⁴ The increase of 101 Senior Executive positions between 2014–15 and 2015–16 is a result of the conversion of a large number of Senior Officer employees (formerly employed under an award) to PSSE employees on contract during the year.

Source: FACS 2013, 2014, 2015 and 2016 Workforce Profiles, NSW Public Service Commission.

Number of Home Care Service of NSW employees by employment category by year

Employment category	2012-13	2013-14	2014-15	2015-16
Ongoing	3,685	3,571	3,561	49
Temporary	64	49	33	0
Senior Executive ¹	0	0	0	0
Casual	473	635	657	1
Other	2	0	0	0
Total	4,224	4,255	4,251	50

The Home Care Service of NSW was transferred to Australian Unity on 19 February 2016. A small number of employees were not transferred owing to incapacity to undertake required duties of their role (mainly as a result of an injury sustained at work).

¹ Senior Executive employees include those who have a Senior Executive Service (SES) contract and are covered by the conditions of employment and guidelines for the SES or those with a Senior Executive contract covered by the conditions of employment and guidelines for the Senior Executive. Where staff are performing higher duties to fill an SES position and are not already an SES employee, these numbers are not included in this table as Senior Executive employees as they are still covered by their substantive conditions of employment while receiving a notional monetary value equivalent to a Senior Executive position.

Source: FACS 2013, 2014, 2015 and 2016 Workforce Profiles, NSW Public Service Commission.

Number of NSW Land and Housing Corporation employees by employment category by year

Employment category	2012-13	2013-14 ²	2014-15	2015-16
Ongoing	453	436	430	384
Temporary	44	48	48	23
Senior Executive ¹	11	12	14	23
Casual	0	0	0	0
Other	0	0	0	0
Total	508	496	492	430

¹ Senior Executive employees include those who have a Senior Executive Service (SES) contract and are covered by the conditions of employment and guidelines for the SES or those with a Senior Executive contract covered by the conditions of employment and guidelines for the Senior Executive. Where staff are performing higher duties to fill an SES position and are not already an SES employee, these numbers are not included in this table as Senior Executive employees as they are still covered by their substantive conditions of employment while receiving a notional monetary value equivalent to a Senior Executive position.

² NSW Land and Housing Corporation (LAHC) was transferred to the management of the Director-General (now Secretary) of FACS by administrative order on 2 August 2013.

Source: FACS 2013, 2014, 2015 and 2016 Workforce Profiles, NSW Public Service Commission.

Number of Aboriginal Housing Office employees by employment category by year

Employment category	2012-13	2013-14	2014-15	2015-16
Permanent	63	68	61	53
Temporary	23	23	18	16
Senior Executive ¹	1	1	1	5
Casual	0	0	0	0
Other	0	0	0	0
Total	87	92	80	74

¹ Senior Executive employees include those who have a Senior Executive Service (SES) contract and are covered by the conditions of employment and guidelines for the SES or those with a Senior Executive contract covered by the conditions of employment and guidelines for the Senior Executive. Where staff are performing higher duties to fill an SES position and are not already an SES employee, these numbers are not included in this table as Senior Executive employees as they are still covered by their substantive conditions of employment while receiving a notional monetary value equivalent to a Senior Executive position.

Source: FACS 2013, 2014, 2015 and 2016 Workforce Profiles, NSW Public Service Commission.

Number of FACS frontline employees by key occupational group at workforce census period (June 2016)

Occupational group	Head count
Disability Support Workers	3,579
Caseworkers (Community Services)	2,434
Nurses	1,637
Client Service Officers	832
Team Leader (Accommodation and Respite)	433
Casework Managers (Community Services)	405
Allied Health Workers	394
Residential Centre Support Workers	383
Customer Service Officers	354
Case Managers (Ageing, Disability and Home Care)	193
Contact Workers (Community Services)	112
Community Worker	95
Behaviour Support Practitioner/Specialist	83
Community Program Officers	79
Casework Support Worker	72
Other Frontline Employees	492
Total	11,577

Note 1: All frontline occupational group counts are made using NSW Government standard headcounts. 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 FACS, the HCS, LAHC and the AHO.

Source: FACS 2016 Workforce Profile, NSW Public Service Commission.

Number of Public Sector Senior Executives (as defined under the GSE Act)

Senior Executive band ¹	2013–14			2014–15			2015–16		
	Male	Female	All	Male	Female	All	Male	Female	All
Band 1	134	187	321	123	152	275	99	152	251
Band 2	18	25	43	20	25	45	14	24	38
Band 3	2	5	7	4	5	9	5	4	9
Band 4	1	0	1	1	0	1	1	0	1
Total	155	217	372	148	182	330	119	180	299

¹ For the purposes of this table the definition of Senior Executive is in accordance with the GSE Act. This definition is different to the definition used in the tables above. This definition significantly broadens the classification of Senior Executive by including Senior Officers. Employees acting in a senior executive role or in a higher band at the end of the reporting year are taken to be employed in that role and band.

Note: Includes staff from FACS, LAHC and the AHO.

Source: FACS 2014, 2015 and 2016 Workforce Profiles, NSW Public Service Commission.

Average Public Sector Senior Executive remuneration (as defined under the GSE Act)

Senior Executive band ¹	2013–14 ²	2014–15	2015–16
Band 1	167,380	174,031	174,047
Band 2	257,236	261,591	275,731
Band 3	359,252	359,569	354,847
Band 4 ³	523,100	532,300	563,372
Average⁴	182,333	192,117	193,714

¹ For the purposes of this table the definition of Senior Executive is in accordance with the GSE Act. This definition is different to the definition used in previous annual reports and in the tables above. This definition significantly broadens the classification of Senior Executive by including Senior Officers. Employees acting in a senior executive role or in a higher band at the end of the reporting year are taken to be employed in that role and band.

² NSW Land and Housing Corporation were transferred to the management of the Director-General (now Secretary) of FACS by administrative order on 2 August 2013.

³ Band 4 remuneration for 2013–14 and 2014–15 has been updated to include a \$35,000 allowance which was not captured in previous publications.

⁴ Average for the Senior Executive Band has been updated to factor in the allowance as stated in footnote 3.

Note: Includes staff from FACS, LAHC and the AHO.

Source: FACS 2014, 2015 and 2016 Workforce Profiles, NSW Public Service Commission.

Percentage of total employee-related expenditure in the reporting year that relates to Public Sector Senior Executives¹

2013–14	2014–15	2015–16
4.9%	3.6%	5.1%

¹ For the purposes of this table, Public Service transitional executives (former Senior Executive Service and Senior Officers) are taken to be Public Service senior executives and employed in the equivalent band. Employees acting in a senior executive role or in a higher band at the end of the reporting year are taken to be employed in that role and band.

Note: Includes staff from FACS, LAHC and the AHO.

Source: FACS Services 2014, 2015 and 2016 Workforce Profiles, NSW Public Service Commission.

Principal Officers' qualifications

Michael Coutts-Trotter

Secretary
Family and Community Services
BA (Communications)
Period in position: 1 July 2015 to 30 June 2016

Jim Longley

Deputy Secretary
Ageing, Disability and Home Care
BEc, MEc
Period in position: 1 July 2015 to 30 June 2016

Maree Walk

Deputy Secretary
Programs and Service Design
BSocWk
Period in position: 1 July 2015 to 30 June 2016

Margaret Crawford

Deputy Secretary
Corporate Services
MBA, GradDip (RecMgt), BA (Ec)
Period in position:
1 July 2015 to 25 March 2016

Michael Woodhouse

A/Deputy Secretary
Corporate Services
BEc, LLB (Hons)
Period in position:
28 March 2016 to 30 June 2016

David de Carvalho

Deputy Secretary
Strategic Reform and Policy
BA (Hons), GradDip Ed, BTheol, MLegStud
(Public Law), EMPA
Period in position: 1 July 2015 to 30 June 2016

Shane Hamilton

Chief Executive and Executive Director
Aboriginal Housing Office
Period in position: 1 July 2015 to 30 June 2016

Anne Skewes

Deputy Secretary
NSW Land and Housing Corporation
B. B.Sc, GradDip App SocPsych, MA
Period in position: 1 July 2015 to 30 June 2016

Paul Vevers

Deputy Secretary
Southern Cluster
BA (Hons), CQSW, Dip MN
Period in position: 1 July 2015 to 30 June 2016

Chris Leach

Deputy Secretary
Northern Cluster
BA (Arts)
Period in position: 1 July 2015 to 30 June 2016

Deidre Mulkerin

Deputy Secretary
Western Cluster
BSocWk, Grad Cert Mgt
Period in position: 1 July 2015 to 30 June 2016

3.7 Land disposal

In 2015–16, there were two properties disposed of by FACS and LAHC with a value greater than \$5 million. No properties with a value greater than \$5 million were disposed of by the AHO during this period.

The sale of Lot 7, Riverwood North, by LAHC was part of a renewal development for which Payce Communities Pty Ltd has been selected as the preferred developer under a two-stage tender process. Payce Communities has exercised the option of buying the lot of land in accordance with the Riverwood North Urban Renewal Project Delivery Agreement. Lot 2 and Lot 5 were also sold to Payce Communities under the Riverwood North Urban Renewal Project Delivery Agreement, as disclosed in Appendix 3.8 of the *FACS Annual Report 2013–14*.

The FACS property at Mons Rd, Westmead, was sold to Health Administration Corporation, a corporation under NSW Health, via a compulsory acquisition. The value of the property was determined by the Valuer General in a 'Determination of Compensation' dated 22 July 2015. This disposal was made for the extension of Westmead Public Hospital. The proceeds from the sale will be used to assist funding the development of new group homes to replace ADHC LRCs.

There were no family or business connections between any of the parties involved in both of the sales.

Land disposed	DP	Land size	Sales price (\$)	Purchaser
Lot 7, Riverwood North	1191223	5,208m ²	6,630,000	Payce Communities Pty Ltd
Mons Rd, Westmead	1077852	9.997ha	40,000,000	Health Administration Corporation

Access to documents relating to each disposal may be obtained under the *Government Information (Public Access) Act 2009*. More information is available at www.facs.nsw.gov.au

3.8 Legislation and legal changes

Principal Acts administered at 30 June 2016

Minister for Family and Community Services

- *Aboriginal Housing Act 1998*, jointly with the Minister for Social Housing
- *Adoption Act 2000*
- *Children and Young Persons (Care and Protection) Act 1998*
- *Child Protection (International Measures) Act 2006*
- *Child Protection (Working with Children) Act 2012*
- *Community Housing Providers (Adoption of National Law) Act 2012*, jointly with the Minister for Social Housing
- *Community Services (Complaints, Reviews and Monitoring) Act 1993*, jointly with the Minister for Ageing and the Minister for Disability Services
- *Community Welfare Act 1987*, jointly with the Minister for Disability Services (except, in parts, the Minister for Emergency Services)
- *Housing Act 2001*, jointly with the Minister for Social Housing
- *Intoxicated Persons (Sobering Up Centres Trial) Act 2013*, jointly with the Minister for Justice and Police.

Minister for Social Housing

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

Minister for Ageing

- *Community Services (Complaints, Reviews and Monitoring) Act 1993*, jointly with the Minister for Family and Community Services and the Minister for Disability Services
- *Home Care Service Act 1988*, jointly with the Minister for Disability Services.

Minister for Disability Services

- *Boarding Houses Act 2012*, Part 4 and Part 2 of Schedule 2 (Parts 1 and 5 and Part 1 of Schedule 2 jointly with the Minister for Innovation and Better Regulation)
- *Carers (Recognition) Act 2010*
- *Community Services (Complaints, Reviews and Monitoring) Act 1993*, jointly with the Minister for Family and Community Services and the Minister for Ageing
- *Community Welfare Act 1987*, jointly with the Minister for Family and Community Services (except, in parts, the Minister for Emergency Services)
- *Disability Inclusion Act 2014*
- *Home Care Service Act 1988*, jointly with the Minister for Ageing
- *National Disability Insurance Scheme (NSW Enabling) Act 2013*.

Minister for Multiculturalism

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

Legislative changes in 2015–16

Amendments by *Child Protection Legislation Amendment Act 2015*

Amendments were made by the *Child Protection Legislation Amendment Act 2015* to strengthen legislative frameworks and systems to improve the safety of children living in out-of-home care (OOHC) and of children who are adopted. The amendments commenced on 2 November 2015 and were made to the *Adoption Act 2000*, the *Children and Young Persons (Care and Protection) Act 1998*, the *Child Protection (Working with Children) Act 2012* and the *Community Services (Complaints, Reviews and Monitoring) Act 1993*.

Adoption Act 2000

The *Adoption Act 2000* was amended by the *Child Protection Legislation Amendment Act 2015*. The amendments include:

- the principal officer of an accredited adoption service provider is now permitted to invite an authorised carer of a child who is in OOHC to submit an application to adopt the child
- improving background checking on prospective adoptive parents and suitability for adopting a child – for example, any person may now provide information to an accredited adoption service provider or the Secretary about another person who is an applicant to adopt
- requirement for applicant to notify the Secretary or principal officer if any person resides on the same property as the applicant for three weeks or more, or if a person residing on the same property attains the age of 18 years
- anything done by, or with the approval of, a principal officer of an accredited adoption service provider or designated or registered agency is taken to be done by the relevant agency.

Children and Young Persons (Care and Protection) Act 1998

The *Children and Young Persons (Care and Protection) Act 1998* was amended by the *Child Protection Legislation Amendment Act 2015*.

The amendments include:

- improvements to suitability assessment requirements for guardians or authorised carers.
- new provisions to provide for the exchange of information between state child protection bodies and bodies that arrange or provide child protection, out-of-home care, guardianship or adoption services in other jurisdictions
- certain decisions not reviewable by the Civil and Administrative Tribunal
- a principal officer can be fined (maximum penalty of \$22,000) if the principal officer of a designated agency resides on the same property as a child or young person who is in out-of-home care supervised by the designated agency
- prospective guardians and authorised carers must also notify the Secretary or designated agency if a person is residing on the same property as them for 3 or more weeks, or if a person residing on their property attains the age of 18 years
- care plans must include information about arrangements for contact (including between the child or young person and his or her parents, relatives, friends and other persons connected to the child or young person) irrespective of whether there is a contact order under section 86 of the Children's Court.

Child Protection (Working with Children) Act 2012

The *Child Protection (Working with Children) Act 2012* was amended by the *Child Protection Legislation Amendment Act 2015*. These amendments relate to Working with Children Checks:

- tightening of existing requirements for employers
- people in key positions (including chief executive officer, principal officer and any other position prescribed by the regulations under the Act) must hold a Working With Children Check clearance
- adults residing on the same property as an authorised carer or home care service provider must hold a working with children check clearance
- appeal rights have been excluded for people who have adult convictions for indecent or sexual assault of a child, child pornography related offences, and incest where the victim is a child

- a new provision permits the Children’s Guardian to appoint an expert advisory panel to support it in making determinations
- the Children’s Guardian and New South Wales Civil and Administrative Tribunal are to apply an objective “reasonable person” and “public interest” test when making their respective determinations
- reducing time frame for applicants to provide information to the Office of the Children’s Guardian from six to three months
- interim bars are enforceable against adult household members of authorised carers or home-based education and care services or where a family day care service is provided.

Community Services (Complaints, Reviews and Monitoring) Act 1993

The *Community Services (Complaints, Reviews and Monitoring) Act 1993* was amended by the *Child Protection Legislation Amendment Act 2015* to make it clear that a person may make a complaint to the Ombudsman about the conduct of a designated agency in respect of the authorisation of a person as an authorised carer.

The *Community Services (Complaints, Reviews and Monitoring) Act 1993* was also amended by the *Courts and Other Justice Portfolio Legislation Amendment Act 2015* to amend the child deaths report requirements.

Amendments to Acts by the Residential Tenancies and Housing Legislation Amendment (Public Housing – Antisocial Behaviour) Act 2015

Amendments were made to both the *Housing Act 2001* and the *Residential Tenancies Act 2010* by the *Residential Tenancies and Housing Legislation Amendment (Public Housing – Antisocial Behaviour) Act 2015*. The amendments came into force on 18 December 2015. These amendments address antisocial, illegal and fraudulent behaviour.

Housing Act 2001

Amendments were made to Part 10 of the *Housing Act 2001* (the Act) by the *Residential Tenancies and Housing Legislation Amendment (Public Housing – Antisocial Behaviour) Act 2015*. The amendments allow greater investigative powers for FACS to require organisations to provide documents and information concerning a tenant’s income and assets when FACS investigates rent subsidy entitlements and prosecutes rent subsidy fraud. Also, the time to prosecute on a criminal basis has been extended from six months from the fraudulent statement to 12 months from the time FACS is made aware of the conduct.

Residential Tenancies Act 2010

Amendments were made to Part 7 of the *Residential Tenancies Act 2010* by the *Residential Tenancies and Housing Legislation Amendment (Public Housing – Antisocial Behaviour) Act 2015*. Part 7 of the Act is administered by FACS. The amendments relate to the regulation of antisocial activity within the social and public housing context and allow for mandatory termination by the NSW Civil and Administrative Tribunal where severe illegal behaviour has occurred, such as using the premises for drug sale and assaults on neighbours.

Amendments to Regulations in 2015–16

Adoption Regulation 2015

The Adoption Regulation 2015 came into force on 1 September 2015. The object of the Regulation is to remake the provisions of the Adoption Regulation 2003. It includes several new provisions, including:

- requiring the Secretary of FACS and adoption service providers to notify an applicant for adoption of the decision to decline assessment of their application
- removing the current restriction on a child being placed with adoptive parents if the woman is pregnant
- requiring a person who has been approved to adopt a child to notify the Secretary, or the adoption service provider that approved the person, of any significant change in the person’s circumstances that might affect the approval

- specifying that, in the case of the placement of a child for adoption who has both a parent and a guardian, the wishes of the parent in relation to the religious upbringing and cultural heritage, identity and ties of the child prevail over any wishes expressed by the guardian
- requiring an adopted person to sign an undertaking that the adopted person will not contact a person who an information source reasonably believes to be the birth father of the adopted person or a relative of the putative birth father if the information source supplies information relating to the putative birth father to the adopted person
- requiring an adoption service provider to publish on its website its scales of fees and the criteria it uses to select prospective adoptive parents.

Children and Young Persons (Care and Protection) (Child Employment) Regulation 2015

This Regulation commenced on 17 December 2015, repealing and replacing the *Children and Young Persons (Care and Protection) (Child Employment) Regulation 2010*.

Children and Young Persons (Care and Protection) Regulation 2012

New clause 42CA in the *Children and Young Persons (Care and Protection) Amendment (Cessation of Authorisation) Regulation 2015* creates a presumption that the authorisation of a person as an authorised person is to be cancelled where the person has not provided out-of-home care to that child or young person for three months or more, or the person has not provided out-of-home care to any child or young person under the authorisation for two years or more. The *Children and Young Persons (Care and Protection) Amendment (Private Health Professionals) Regulation 2010* amended the *Children and Young Persons (Care and Protection) Regulation 2012* to enable certain private health professionals to participate in the scheme for the exchange of information in connection with the safety, welfare or wellbeing of children and young people when they have reasonable grounds to suspect that a child is at risk of significant harm.

Residential Tenancies Regulation 2010

The *Residential Tenancies Regulation 2010* was amended by the *Residential Tenancies Amendment (Heritage Listed Properties) Regulation 2015* to provide that an exemption from the operation of the Act does not apply where the landlord is the New South Wales Land and Housing Corporation or the Aboriginal Housing Office.

The *Residential Tenancies Regulation 2010* was also amended by the *Residential Tenancies Amendment (Refuge or Crisis Accommodation Exemptions) Regulation 2015* to:

- exempt residential tenancy agreements from the operation of the *Residential Tenancies Act 2010* where the residential premises are moveable dwellings in caravan parks or manufactured home estates and the tenants have been referred by public authorities or others for temporary refuge or temporary crisis accommodation
- recreate an existing provision that exempts residential tenancy agreements from the operation of the Act where the tenants reside in refuge of crisis accommodation provided by public authorities or others.

The *Residential Tenancies Amendment (Swimming Pools) Regulation 2016* amended the *Residential Tenancies Regulation 2010*.

The *Residential Tenancies Amendment (Loose-fill Asbestos Insulation) Regulation 2016* also amended the *Residential Tenancies Regulation 2010*.

Child Protection (Working with Children) Regulation 2013

This Regulation was amended by the *Child Protection (Working with Children) Amendment (Exemption from Notification) Regulation 2015* and the *Child Protection (Working with Children) Amendment (Northern Sydney Local Health District) Regulation 2015*. These amendments require the Children's Guardian be notified of any child-related worker that has engaged in certain specified conduct to 29 October 2016, and for the Northern Sydney Local Health District to have working with children clearance by 31 March 2018.

Significant judicial decisions in 2015–16

***Re: Chloe* [2015] FamCA 1226 and *Re: Alice* [2015] FamCA 1225**

In December 2015, the Family Court of Australia granted the application and authorised the Minister to consent to Stage 1 treatment for two children diagnosed with gender dysphonia. Gender dysphonia is a condition where a person strongly identifies with a gender contrary to their gender at birth. In determining the decision, the Family Court of Australia considered the views of all parties and experts.

***The Secretary, Department of Family and Community Services (NSW) and the Marks Children* [2016] NSWChC 2**

The Children's Court accepted the Secretary of the Department and Family and Community Services' application to exclude the children's father from Children's Court proceedings because the mother had been given sole parental responsibility for the children and the father no longer held parental responsibility. The Court found that the father posed an unacceptable risk to the children in respect of allegations of sexual abuse of the eldest child, threats to kill the children and a risk of child abduction.

***Bell-Collins Children v Secretary, Dept of Family and Community Services (No 2)* [2016] NSWSC 853**

The Supreme Court (Slattery J) dismissed the parents' appeal finding by the President of the Children's Court that there was no realistic possibility for the two children, aged two and three, to be restored to their parents' care. The Court also declined to order that the children be placed in the care of their great grandparents, finding that to do so would give rise to an unacceptable risk of harm to the children as the great grandparents were not willing to accept that either parent may have caused the injuries to the children. The Court confirmed the orders of the President of the Children's Court allocating parental responsibility for the children to the Minister and the children remained in their long-term placement with their foster carers with whom they were securely attached.

***Adoption of AT* [2015] NSWSC 1666**

The Supreme Court (Brereton J) supported the application for the adoption of a four year old Austin (not his real name) by his foster carers who had cared for Austin since he was six months old. The Court found that adoption was clearly preferable than any other orders that could be made for Austin's care and that it was in Austin's best interests for him to be adopted by his carers, the proposed adoptive parents. The adoption plan included appropriate provisions for Austin to have contact with his birth family and to learn about his culture and family background from his birth family.

***New South Wales Land and Housing Corporation v Robert Quinn* [2016] NSWDC 27 (18 March 2016)**

On 18 March 2016, the District Court (Taylor J) found that it did not have jurisdiction to consider a statement of claim filed on behalf of LAHC on the basis that had the proceedings been brought before the Supreme Court in 1998, it would have been assigned to the Administrative Law Division, not the Common Law Division. The claim was to recover a debt which included a \$38,800 post cancellation debt and \$221,062.10 in back-dated rent as Mr Quinn had not declared a number of business interests, and related income and other assets since 1998 and on 7 August 2014. FACS has appealed the judgment to the Court of Appeal.

Simic & Ors v New South Wales Land and Housing Corporation [2015] NSWCA 413 (18 December 2015)

LAHC commenced proceedings against ANZ Bank following ANZ's refusal to pay out in respect of bank guarantees provided by a builder. The beneficiary had been misdescribed in the bank guarantees. LAHC sought a declaration that the beneficiary's description be construed as describing LAHC and in the alternative that the guarantees be rectified by substituting LAHC's name for the description of the beneficiary. ANZ joined a number of guarantors, including Mr Simic, who were ultimately liable to repay ANZ in respect of the bank guarantee. On 9 March 2015 the Supreme Court granted the declaration and found that it was unnecessary to deal with the rectification matter although the grounds for it had been made out. Mr Simic and the other cross-defendant guarantors appealed to the Court of Appeal. On 18 December 2015 the NSW Court of Appeal dismissed the appeal and confirmed the declaration made by the Supreme Court on 9 March 2015 that the misdescription of a beneficiary did not entitle the bank to refuse payment. Mr Simic was granted special leave to appeal to the High Court. The matter was heard in the High Court in July 2016. The Court considered the principles of autonomy and strict compliance and whether regard could be had to the underlying contract to confirm the correct description of the beneficiary. The parties are awaiting the decision.

BMY v Department of Family and Community Services [2016] NSWCATAD 24

The applicant applied for administrative review of the conduct subject to an internal review on the ground that she was not satisfied with the outcome of the internal review. The applicant argued that FACS was not authorised under section 245C of the *Children and Young Persons (Care and Protection) Act 1998* to discuss the applicant's reputation or professional conduct.

The Tribunal rejected the applicant's argument, stating that section 245C authorises either party (case managers in FACS and NGOs with case management responsibilities) to freely discuss issues including those "that may concern the judgement, skill and actions of individual staff members" as they affect the young person. The case also considered the circumstances where a public apology may be warranted, and found that it was not warranted as the disclosure was not a public one, but rather one between two agencies, and that the apology of a senior departmental officer was sufficient.

3.9 Work health and safety

FACS (cluster)

Number of workers compensation claims, cost incurred and average cost (2012–13 to 2015–16) at 30 June each year.

	2012–13	2013–14	2014–15	2015–16
FACS (department)				
Total claims	852	802	732	785
Total cost incurred (\$)	10,166,959	11,003,044	10,103,578	5,386,332
Average cost (\$) per claim	11,933	13,720	13,803	6,862
Aboriginal Housing Office				
Total claims	3	2	1	1
Total cost incurred (\$)	22,272	97,719	52,529	6,313
Average cost (\$) per claim	7,424	48,859	52,529	6,313
Home Care Service of NSW				
Total claims	248	234	284	157
Total cost incurred (\$)	1,835,183	2,048,688	2,768,207	1,182,210
Average cost (\$) per claim	7,400	8,755	9,747	7,530
NSW Land and Housing Corporation				
Total claims	–	3	10	6
Total cost incurred (\$)	–	7,011	97,228	120,782
Average cost (\$) per claim	–	2,337	9,723	20,130
TOTAL FACS cluster				
Total claims	1,103	1,041	1,027	949
Total cost incurred (\$)	12,024,414	13,156,462	13,021,542	6,695,637
Average cost (\$) per claim	10,902	12,638	12,679	7,055

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

Note 2: Number and cost of claims are at 30 June of the respective financial year end (e.g. 2015–16 at 30 June 2016).

Note 3: The NSW Land and Housing Corporation (LAHC) was transferred to the Director-General of the Department of Family and Community Services by administrative order on 2 August 2013. Data on claims prior to 2013–14 is not included in this table.

Note 4: 2015–16 data includes common law and weekly benefit claims and uses a different methodology than previous years.

Note 5: Home Care Service of NSW transitioned from FACS during the reporting period.

Source: NSW Self Insurance Corporation Data Warehouse and iCare Portal (LAHC).

Work health and safety (WHS) performance in 2015–16

- There was a 7.6 per cent reduction in the total number of reported claims (injuries) for FACS in 2015–16 as compared to the previous year based on data at 30 June 2016. In total, 949 claims (that incurred a financial cost) were reported during 2015–16 compared to 1,027 in 2014–15.
- The average cost per claim in 2015–16 decreased by 44 per cent compared with 2014–15.

Work-related injuries/illness in 2015–16

- The three main injury types in order of prevalence for FACS continue to be manual handling (body stressing), psychological (mental stress) injury and slips/trips/falls.
- Targeted strategies to reduce main injury types are continually under review to ensure WHS programs are aligned to the area of greatest risk and to improve WHS performance and injury outcomes over the long term.

Challenges and *Future Directions*

- Transition management is a key WHS focus in an environment of significant change with some major transformations underway. These changes included the transfer of disability services to the NDIS and the dissolution of the Large Residential Centres specialist supported living directorate. In addition, there are a number of internal programs, such as *OneFACS* data integration, the *Government Sector Employment Act 2013* implementation and repoint to districts. FACS will work to ensure a smooth and safe transition of these services, ensuring that both FACS and NGOs are aware of and carry out their WHS due-diligence obligations.
- Additionally the *NSW Mental Health Framework Strategic Plan* (NSW Mental Health Commission) and the soon-to-be-released *Work Health and Safety Roadmap for NSW 2022* (Safework NSW) will require a review of the FACS WHS Strategy to ensure expectations are aligned for future direction.

FACS has developed a robust program of works for 2016–17 that will see the cluster further embedding its systems and processes and continuing to deliver on its WHS priorities around capabilities, risk management and culture. This will be achieved by focusing on:

- quality WHS training packages and programs to ensure our workers are adequately trained to competently and safely carry out their work
- strengthening our contractor management systems
- early intervention injury management practices to reduce the impact of workplace injury and illness.

Prosecutions under the *Work Health and Safety Act 2011*

- There were no prosecutions under the *Work Health and Safety Act 2011* in 2015–16.

3.10 Promotion (overseas visits)

FACS employees made a total of eight overseas visits in 2015–16. The reasons for the visits were to gather vital market research information, attend conferences to promote NSW expertise in service delivery, further development of public administration practices, and fulfilment of child protection commitments. There were no overseas visits made by employees from the Aboriginal Housing Office, NSW Land and Housing Corporation or Home Care Services of NSW in 2015–16.

Section in FACS cluster	Officer	Dates	Purpose of visit	Destination
FACS Department	Caseworker ¹	27–28 June 2016	Accompanying a child	Auckland, New Zealand
	Caseworker ¹	27–28 June 2016	Accompanying children to new placements	Auckland, New Zealand
	Caseworker ¹	21 December 2015		
	Melissa Kaltner	7–13 January 2016	To present on adoption research at the International Conference on Adoption Research	Auckland, New Zealand
	Debra Arden	6–14 January 2016		
	Tracey Webb	7–10 January 2016		
	Katelynd Turner	16–18 September 2015	To present on the <i>Practice Improvement Framework</i> at the ASID New Zealand Conference	Dunedin, New Zealand
Deidre Mulkerin	3–27 June 2016	Attend Senior Executive in State and Local Government program	Boston, United States	
Aboriginal Housing Office	None			
Home Care Service of NSW	None			
NSW Land and Housing Corporation	None			

¹ Caseworkers are not identified by name in order to protect the identity of the children and young people they accompanied.

3.11 Research and development

FACS (department)

Project name	Details of project	2015–16 funding (\$)
NSW Child Development Study – University of New South Wales	Aims to identify early childhood vulnerability and resilience markers for a variety of health, social, and well-being outcomes in adolescence and young adulthood in NSW.	40,000
Contact study: improving contact between children in out-of-home care and their birth parents: developing and trialling a contact intervention – Institute of Child Protection Studies	Aims to examine an enhanced contact intervention with children in long-term out-of-home care (OOHC) and their birth parents.	179,879
Pathways of Care longitudinal study of children and young people in OOHC – NSW Family and Community Services	Aims to collect detailed information about child development and well-being to identify factors that influence outcomes. The study will deepen the evidence base on how best to support children in OOHC to reach their potential.	1,500,000 committed per annum
Open Adoptions Research Initiative – NSW Family and Community Services	Aims to develop evidence and tools for innovative OOHC adoption practices across the sector.	559,048
Youth Hope Program	Aims to assess the effectiveness of six innovative service models in supporting children and young people aged 9–15 years, who are assessed as meeting the risk of significant harm (ROSH), to remain safely at home.	119,727
Trialling the effectiveness on an education program to improve decision making support for people with cognitive disability – LaTrobe University	Aims to develop and trial a set of educational resources to increase the capacity of people who provide support for decision making to people with cognitive disability.	40,000
Mental health disorders and cognitive disabilities: Lifecourse pathways – University of New South Wales	Aims to examine service system usage of 2,731 people with mental health and cognitive impairment diagnoses who have been imprisoned.	75,000
Young people with cognitive disability: relationships and paid support – Southern Cross University	Aims to examine the role and importance of professional workers in helping young people with a disability build capacity and independence in times of transition.	90,000
Lost in Transition: supporting people with complex support needs – University of New South Wales	Aims to audit and evaluate current approaches to supporting young people with an intellectual disability in NSW, VIC and QLD.	100,000
Young people and adversity – University of New South Wales	Aims to examine the service system experiences of young people with complex needs, with an emphasis upon identifying the protective factors that contribute to young people's ongoing service engagement and building their capacity.	25,000
<i>Ability Links</i>	Aims to evaluate the processes involved in the roll out of the program and the outcomes being achieved for people with disability.	367,419

Project name	Details of project	2015–16 funding (\$)
<i>Specialised Training and Resources Framework (STAR)</i>	Aims to assess the implementation of the framework, and the impact on client outcomes, for people with a disability who have complex behaviour.	120,000
Independent Review Panel as part of the Client Monitoring & Review System (CMRS)	Aims to assess the effectiveness of the CMRS in providing direct support to frontline ADHC staff for the management of complex clients.	150,000
Advancing Supported Decision Making Project	Aims to assess whether the project was implemented as intended, as well as to measure short term outcomes of client groups being supported to build confidence around decision making.	61,324 (2015–17)
FACS-Housing NSW demonstration projects.	Aims to assess the implementation and outcomes for social housing tenants in the three pilot projects (Grants for Graduation, Tools for Success, Careers in Caring).	80,520
Going Home Staying Home (GSHS)	Aims to assess whether the plan was implemented as intended and to measure the extent to which the program has had an effect in reducing the proportion of Specialist Homelessness Service clients who experience repeat homelessness.	164,720
Kids in Communities – University of New South Wales	Aims to identify factors related to better health and developmental outcomes for children.	40,909

The Aboriginal Housing Office and NSW Land and Housing Corporation did not undertake any research or development projects in 2015–16.

3.12 Right to information

Review of proactive release program

In 2015–16, FACS updated the contents of its website and conducted an annual review of proactively released information when we updated our *Agency Information Guide*. FACS regularly reviews its programs to ensure that information which is in the public interest and assists people with access to services is made publicly available. FACS provides information about major plans and services to individuals, families and carers, and service providers. Other information is also proactively released via the FACS website, such as policies, resources, reports, plans, papers, newsletters and statistical information.

Number of access applications received

During 2015–16, FACS received 683 access applications.

Number of refused applications for Schedule 1 information

During 2015–16, FACS refused 156 access applications because the information requested was referred to in Schedule 1 of the *Government Information (Public Access) Act 2009* (GIPA Act). Of the 156 applications, seven were refused in full and 149 were refused in part.

Statistical information about access applications for the FACS cluster

Table A: Number of applications by type of applicant and outcome¹

	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	2	3	0	0	0	1	0	0
Members of Parliament	2	9	2	2	1	5	0	0
Private sector business	0	0	0	2	0	1	0	0
Not-for-profit organisations or community groups	2	6	0	5	0	2	0	1
Members of the public (application by legal representative)	21	235	2	31	29	8	0	15
Members of the public (other)	40	180	10	35	9	7	1	7

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 ¹	48	400	10	59	38	12	1	22
Access applications (other than personal information applications)	17	20	4	16	1	11	0	1
Access applications that are partly personal information applications and partly other	2	13	0	0	0	1	0	0

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

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the GIPA Act)	243
Application is for excluded information of the agency (section 43 of the GIPA Act)	0
Application contravenes restraint order (section 110 of the GIPA Act)	0
Total number of invalid applications received	243
Invalid applications that subsequently became valid applications	149

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

	Number of times consideration used ¹
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	1
Legal professional privilege	19
Excluded information	2
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	2
Care and protection of children	146
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

¹ 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	228
Law enforcement and security	3
Individual rights, judicial processes and natural justice	409
Business interests of agencies and other persons	94
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	3

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	623
Decided after 35 days (by agreement with applicant)	17
Not decided within time (deemed refusal)	34
Total	674

Table G: Number of applications reviewed under Part 5 of the GIPA Act (by type of review and outcome)	Decision varied	Decision upheld	Total
Internal review	6	3	9
Review by Information Commissioner ¹	5	5	10
Internal review following recommendation under section 93 of the GIPA Act	4	1	5
Review by Administrative Decisions Tribunal	2	1	3
Total	17	10	27

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

Table H: Applications for review under Part 5 of the GIPA Act (by type of applicant)	Number of applications for review
Applications by access applicants	33
Applications by persons to whom information the subject of access application relates (see section 54 of the GIPA Act)	2

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the GIPA Act (by type of transfer)	Number of applications transferred
Agency-initiated transfers	16
Applicant-initiated transfers	0

3.13 Public interest disclosures

FACS (cluster)

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

Actions have been taken to ensure staff are aware of their responsibility under the PID Act.

The policy and corresponding procedures are available to staff on the FACS intranet. The Department's public interest disclosures officers are also identified on the intranet.

Under the PID Act, FACS staffs are required to report certain information. This information is shown in the tables below.

Public interest disclosures 2015–16	Public interest disclosures made by public officials in performing their day-to-day functions	Public interest disclosures not covered by column 1 that are made under a statutory or other legal obligation	All other public interest disclosures
Number of public officials who made public interest disclosures to the agency	0	0	3
Number of public interest disclosures received in total	0	0	5
Number of public interest disclosures finalised	0	0	3

Disclosures received primarily about:			
Corrupt conduct	0	0	4
Maladministration	0	0	1
Serious and substantial waste of public money	0	0	0
Government information contraventions	0	0	0
Local government pecuniary interest contraventions	0	0	0

Home Care Service of NSW

Public interest disclosures 2015–16	Public interest disclosures made by public officials in performing their day-to-day functions	Public interest disclosures not covered by column 1 that are made under a statutory or other legal obligation	All other public interest disclosures
Number of public officials who made public interest disclosures to the agency	0	0	0
Number of public interest disclosures received in total	0	0	1
Number of public interest disclosures finalised	0	0	0

Disclosures received primarily about:

Corrupt conduct	0	0	1
Maladministration	0	0	0
Serious and substantial waste of public money	0	0	0
Government information contraventions	0	0	0
Local government pecuniary interest contraventions	0	0	0

NSW Land and Housing Corporation

Public interest disclosures 2015–16	Public interest disclosures made by public officials in performing their day-to-day functions	Public interest disclosures not covered by column 1 that are made under a statutory or other legal obligation	All other public interest disclosures
Number of public officials who made public interest disclosures to the agency	0	0	1
Number of public interest disclosures received in total	0	0	1
Number of public interest disclosures finalised	0	0	0

Disclosures received primarily about:

Corrupt conduct	0	0	0
Maladministration	0	0	1
Serious and substantial waste of public money	0	0	0
Government information contraventions	0	0	0
Local government pecuniary interest contraventions	0	0	0

3.14 Internal audit and risk management

Audit and Risk Committee

FACS has a department-led Risk and Audit Committee (RAC) which shares its audit and risk functions with the Aboriginal Housing Office (AHO) and the Home Care Service of NSW (HCS) (i.e. until the latter's transfer to Australian Unity in February 2016). Ministerial exceptions were granted to the AHO and HCS to share the Audit and Risk Committee functions with FACS. Land and Housing Corporation (LAHC) and Multicultural NSW undertake their own audit and risk management.

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

Five FACS RAC meetings were held in 2015–16, with the number of meetings attended by each member as follows:

- Elizabeth Carr (Independent Chair) – 5
- Denise Aldous (Independent Member) – 5
- Glenys Roper (Independent Member) – 5
- Abby Bloom (Independent Member) – 3

The LAHC Audit and Risk Committee (ARC) considered a range of standard items at each meeting, including the Deputy Secretary's report, the Finance and Performance report, monitoring of compliance with the financial instruments, strategic risk report, various audit reports and monitoring of recommendations made to the Corporation from external bodies. It also monitors other items periodically, including hard close financial statements, review of the internal audit charter and legislative compliance report.

Five LAHC ARC meetings were held in 2015–16, with the number of meetings each member attended as follows:

- Carol Holley (Chair) – 5
- Peter Scarlett (Member) – 5
- Dianne Hill (Member) – 5

Internal Audit

FACS Internal Audit provides independent and objective assurance and consulting activity designed to add value and improve FACS' operations. It helps FACS accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes.

The risk-based, strategic three-year *Internal Audit Plan* for 2015–16 to 2017–18 was approved by the RAC and the FACS Executive Board. The plan provides assurance over the processes and controls in place to manage risk and improve governance across the Department. Internal audits are delivered through a co-sourced arrangement between the in-house internal audit team and the contracted service providers.

FACS Internal Audit regularly reports to the RAC on the progress against the *Internal Audit Plan* and highlights any findings and issues that pose a high risk to the Department.

In 2015–16, Internal Audit undertook 27 internal audit projects across FACS. In addition to the planned internal audits, there were also management-requested reviews, investigations and other activities, conducted with the aim of informing business practices and improving processes and controls.

Risk Management

- A full review and update of the risk management framework, policy and procedures was performed to add more maturity to the FACS risk management approach. The *Enterprise Risk Management Framework* includes reporting of significant risks to the RAC and to the FACS Executive Board on a regular basis.
- Governance and Audit facilitates risk workshops and assists with developing effective controls to mitigate risk. A focus on major reform risks has continued due to the range and number of major reforms within FACS.
- Governance and Audit promoted and engaged the business areas in relation to commencing their business continuity planning processes. The *FACS Business Planning Guide* includes a segment on business continuity planning for consideration in the business planning process.

Fraud Control and Corruption Prevention

- Further development and implementation of a continuous data mining program occurred to identify exceptions in finance systems data that could involve potential non-compliance, errors, and/or fraudulent or corrupt activities.
- FACS-wide fraud and corruption prevention framework, policy and procedures were developed to provide a consistent approach to fraud and corruption control and prevention.

Compliance and Governance Support

Governance and Audit administers/coordinates the following:

- implementation of a FACS-wide (excluding Multicultural NSW) legislative and administrative compliance framework to monitor compliance with external obligations to meet the requirements of Treasury Policy Paper 15-03
- implementation of a FACS-wide internal controls compliance assessment program to monitor policy and procedural requirements identified as key risk areas to meet requirements of Treasury Policy Paper 15-03
- declarations of senior executive private interests to meet the requirements of Public Service Commissioner Circular 2015-08.

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. For LAHC only, the workers compensation insurance policy is with the NSW Government's self-insurance scheme. Other LAHC insurance policies are with the private underwriting market arranged using a broker (Marsh) with the approval of the NSW Government.

The total cost of FACS insurance premiums for 2015–16 was \$50.1 million. This was a decrease of 0.8 per cent (\$0.4 million) on the previous year. The main reason for this was a net decrease in workers compensation expense of 1.0 per cent (\$0.5 million), offset by an increase of 0.2 per cent (\$0.1 million) in other insurances.

FACS internal audit and risk management attestation statement

Internal Audit and Risk Management Attestation Statement for the 2015-2016 Financial Year for Department of Family and Community Services

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

Core Requirements	For each requirement, please specify whether compliant, non-compliant, or in transition ¹
Risk Management Framework	
1.1 The agency head is ultimately responsible and accountable for risk management in the agency	Compliant
1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Compliant
Internal Audit Function	
2.1 An internal audit function has been established and maintained	Compliant
2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Compliant
2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
Audit and Risk Committee	
3.1 An independent and Audit and Risk Committee with appropriate expertise has been established	Compliant
3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Compliant
3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Compliant

Membership

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

- Chair, Elizabeth Carr, 1 January 2014 to 31 December 2016
- Independent Member, Denise Aldous, 1 October 2013 to 30 September 2017
- Independent Member, Glenys Roper, 1 July 2014 to 30 June 2018
- Independent Member, Abby Bloom, 1 July 2014 to 30 June 2018



Michael Coutts-Trotter, Secretary of the Department of Family and Community Services

Date: 15.8.16



Matthew Jones
AV/Executive Director, Corporate Performance & Governance

Contact: 9716 3419

418116

¹ Where an agency notes that it has been 'non-compliant' or 'in transition', the agency head must complete the 'Departure from Core Requirements' section below.

Aboriginal Housing Office internal audit and risk management attestation statement

Internal Audit and Risk Management Attestation Statement for the 2015-2016 Financial Year for Aboriginal Housing Office

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

Core Requirements	For each requirement, please specify whether compliant, non-compliant, or in transition ¹
Risk Management Framework	
1.1 The agency head is ultimately responsible and accountable for risk management in the agency	Non-compliant
1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Non-compliant
Internal Audit Function	
2.1 An internal audit function has been established and maintained	Non-compliant
2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Non-compliant
2.3 The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Non-compliant
Audit and Risk Committee	
3.1 An independent and Audit and Risk Committee with appropriate expertise has been established	Non-compliant
3.2 The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Non-compliant
3.3 The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Non-compliant
Membership	
The chair and members of the Principal Department Led Risk and Audit Committee are:	
<ul style="list-style-type: none"> • Chair, Elizabeth Carr, 1 January 2014 to 31 December 2016 • Independent Member, Denise Aldous, 1 October 2013 to 30 September 2017 • Independent Member, Glenys Roper, 1 July 2014 to 30 June 2018 • Independent Member, Abby Bloom, 1 July 2014 to 30 June 2018 	

¹ Where an agency notes that it has been 'non-compliant' or 'in transition', the agency head must complete the 'Departure from Core Requirements' section below.

Departures from Core Requirements

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

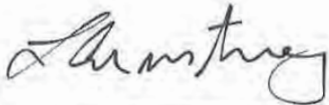
- 1 The circumstances giving rise to these departures have been determined by the Portfolio Minister and the Aboriginal Housing Office has implemented the following practicable alternative measures to meet the core requirements²:

Departure	Reason for departure and description of practicable alternative measures implemented/being implemented
Non-Compliance	
<ul style="list-style-type: none"> ▪ Core Requirement 1: Risk Management Framework 	<ul style="list-style-type: none"> ▪ The Aboriginal Housing Office (AHO) is a not-for-profit entity. It is part of the Department of Family & Community Services (FACS) cluster. An Enterprise Risk Management Framework (ERMF) has already been established within FACS. The reasons for non-compliance are: <ul style="list-style-type: none"> • resourcing constraints; and • AHO does not meet the requirements to enter into the appropriate shared arrangements for compliance in TPP12-04 as AHO's total annual expenditure is more than \$100 million. ▪ AHO is a controlled entity which shares its operations and resources with FACS. As a related agency, AHO is included in the ERMF of FACS. The risk framework is consistent with AS/NZS ISO 31000:2009 and has been endorsed by the FACS Executive Board. Risk reporting for AHO is incorporated into operational risk reporting for FACS.
<ul style="list-style-type: none"> ▪ Core Requirement 2: Internal Audit Function 	<ul style="list-style-type: none"> ▪ AHO is a not-for-profit entity. It is part of the FACS cluster. As a related agency, AHO's internal audit function is undertaken through the FACS' internal audit group which operates in accordance with the International Standards for the Professional Practice of Internal Auditing. The reasons for non-compliance are: <ul style="list-style-type: none"> ▪ resourcing constraints; and ▪ AHO does not meet the requirements to enter into the appropriate shared arrangement for compliance in TPP12-04 as AHO's total annual expenditure is more than \$100 million. ▪ For the purpose of its internal audit function, AHO has adopted a shared arrangement with FACS. The FACS Chief Audit Executive (CAE) is also the CAE of AHO. As a related agency, the AHO's internal audit function is undertaken through the FACS' internal audit group which operates in accordance with the FACS Internal Audit Manual that adopts and align with the requirements of the International Standards for the Professional Practice of Internal Auditing and consistent with TPP15-03. AHO, as a related agency shares its internal audit functions with FACS.
<ul style="list-style-type: none"> ▪ Core Requirement 3: Audit and Risk Committee 	<ul style="list-style-type: none"> ▪ AHO is a not-for-profit entity. It is part of the FACS cluster. As a related agency, AHO is a participating entity in the FACS Principal Department Led Risk and Audit Committee. The reasons for non-compliance are:

² A copy of the relevant Ministerial Determination which supports the agency's departure from one or more of the Core Requirements must be included with the Attestation Statement.

	<p>compliance are:</p> <ul style="list-style-type: none"> ▪ Resourcing constraints ▪ AHO does not meet the requirements to enter into the appropriate shared arrangements for compliance in TPP12-04 as AHO's total annual expenditure is more than \$100 million. ▪ The AHO is a controlled entity of FACS and is a participating entity in the Principal Department Led Risk and Audit Committee. The operations of the RAC comply with the requirements of TPP15-03 in overseeing the shared arrangement between FACS and AHO.
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These processes, including the practicable alternative measures implemented, demonstrate that the Aboriginal Housing Office has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within the Aboriginal Housing Office.



Leah Armstrong, Chairperson

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

Date: 4 August 2016



Matthew Jones
 A/Executive Director, Corporate
 Performance & Governance

Contact: 9716 3419

Home Care Service of NSW internal audit and risk management attestation statement

Internal Audit and Risk Management Attestation Statement for the 2015-2016 Financial Year for Home Care Service of New South Wales

I, Michael Coultts-Trotter, Secretary 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 or transitional arrangements described below, compliant with the eight (8) core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*, specifically:

Core Requirements		For each requirement, please specify whether compliant, non-compliant, or in transition ¹
Risk Management Framework		
1.1	The agency head is ultimately responsible and accountable for risk management in the agency	Non-compliant
1.2	A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS/NZS ISO 31000:2009	Non-compliant
Internal Audit Function		
2.1	An internal audit function has been established and maintained	Non-compliant
2.2	The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Non-compliant
2.3	The agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Non-compliant
Audit and Risk Committee		
3.1	An independent and Audit and Risk Committee with appropriate expertise has been established	Non-compliant
3.2	The Audit and Risk Committee is an advisory committee providing assistance to the agency head on the agency's governance processes, risk management and control frameworks, and its external accountability obligations	Non-compliant
3.3	The Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'	Non-compliant

Membership

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

- Chair, Elizabeth Carr, 1 January 2014 to 31 December 2016
- Independent Member, Denise Aldous, 1 October 2013 to 30 September 2017
- Independent Member, Glenys Roper, 1 July 2014 to 30 June 2018
- Independent Member, Abby Bloom, 1 July 2014 to 30 June 2018

¹ Where an agency notes that it has been 'non-compliant' or 'in transition', the agency head must complete the 'Departure from Core Requirements' section below.

Departures from Core Requirements

I, Michael Coultis-Trotter, Secretary of the Home Care Service of New South Wales advise that the internal audit and risk management processes for Home Care Service of New South Wales depart from the following core requirements set out in the *Internal Audit and Risk Management Policy for the NSW Public Sector*.

- The circumstances giving rise to these departures have been determined by the Portfolio Minister and the Home Care Service of New South Wales has implemented the following practicable alternative measures to meet the core requirements²:

Departure	Reason for departure and description of practicable alternative measures implemented/being implemented
Non-Compliance	
<ul style="list-style-type: none"> Core Requirement 1: Risk Management Framework 	<p>Home Care Service of New South Wales (HCS) is a not-for-profit entity. It is part of the Department of Family & Community Services (FACS) cluster. The reasons for non-compliance are resourcing constraints, HCS does not meet the criteria to enter into an appropriate shared arrangements in TPP12-04 and there are current alternative arrangements in place that will achieve outcomes equivalent to the requirement.</p> <p>As a related agency, HCS is included in the Enterprise Risk Management Framework of FACS. The risk framework adopted by FACS is consistent with AS/NZS ISO 31000:2009 and was endorsed by the FACS Executive Board. Risk reporting for HCS is incorporated into operational procedures of FACS.</p>
<ul style="list-style-type: none"> Core Requirement 2: Internal Audit Function 	<p>HCS is a not-for-profit entity. It is part of the FACS cluster. As a related agency, HCS shares its Internal Audit Function with FACS. The reasons for non-compliance are resourcing constraints, HCS does not meet the criteria to enter into an appropriate shared arrangements in TPP12-04 and there are current alternative arrangements in place that will achieve outcomes equivalent to the requirement.</p> <p>For the purpose of its internal audit function, HCS has adopted a shared arrangement with FACS. The FACS Chief Audit Executive (CAE) is also the CAE of HCS.</p> <p>As a related agency, the HCS internal audit function operates in accordance with the FACS Internal Audit Manual which was designed to align with the International Standards for the Professional Practice of Internal Auditing and consistent with TPP15-03.</p> <p>HCS, as a related agency shares its internal audit functions with FACS.</p>
<ul style="list-style-type: none"> Core Requirement 3: Audit and Risk Committee 	<p>HCS is a not-for-profit entity. It is part of the FACS cluster. As a related agency, HCS is a participating entity in the FACS Principal Department Led Risk and Audit Committee. The reasons for non-compliance are resourcing constraints, HCS does not meet the criteria to enter into an appropriate shared arrangement in TPP12-04 and there are current alternative arrangements in place that will achieve outcomes equivalent to the requirement.</p> <p>The Principal Department Led Risk and Audit Committee supports the core requirements of TPP15-03 whilst minimising administrative costs, aligns committee arrangements as close as possible to their governance arrangements and ensuring an equivalent level of compliance.</p>

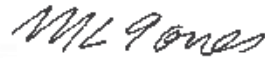
² A copy of the relevant Ministerial Determination which supports the agency's departure from one or more of the Core Requirements must be included with the Attestation Statement.

These processes, including the practicable alternative measures implemented, demonstrate that the Home Care Service of New South Wales has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within the Home Care Service of New South Wales



Michael Coutts-Trotter, Secretary of the Department of Family and Community Services

Date: 15.8.16



Matthew Jones
A/Executive Director, Corporate Performance & Governance

Contact: 9716 3419

418 116

NSW Land and Housing Corporation internal audit and risk management attestation statement

Internal Audit and Risk Management Attestation Statement for the 2015–2016 Financial Year for NSW Land and Housing Corporation

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

Core Requirements:

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

Risk Management Framework

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

Internal Audit Function

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

Audit and Risk Committee

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

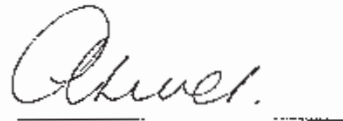
Audit and Risk Committee Membership

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

- Ms Carol Holley - Independent Chair (period of appointment 31 October 2011 to 31 October 2016).
- Mr Peter Scarlett - Independent Member (period of appointment from 17 December 2013 to 17 December 2016).
- Ms Dianne Hill - Independent Member (period of appointment from 27 May 2014 to 27 May 2017)



Michael Coutts-Trotter
Secretary
Department of Family and Community Services



Anne Skewes
Deputy Secretary
NSW Land and Housing Corporation

3.15 Audit findings

There are no significant findings that have been made by the Auditor-General for FACS, Aboriginal Housing Office, Home Care Service of NSW, the John Williams Memorial Charitable Trust and the NSW Land and Housing Corporation.

3.16 Compliance with the *Carers (Recognition) Act 2010*

FACS (cluster)

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

The NSW Carers Charter, in Schedule 1 of the Act, contains 13 principles that provide guidance on important issues that carers face. Under the Act, FACS is required to maintain an awareness of the Carers Charter among staff and ensure that relevant policies are developed with appropriate consultation and consideration of the Carers Charter.

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

- FACS continues to offer a range of flexible work practices to assist employees who are also carers, including flexible working hours, part-time work and personal/carer's leave.
- The FACS Intranet can link staff to Carers NSW to assist them with carer responsibilities and to obtain appropriate information and support.
- A new *HR Policy Development Consultation Framework* has been implemented. The framework ensures that carers and other diversity groups are included as key stakeholders and subject matter experts during HR policy consultation.
- A 2016 *FACS Workforce Carers Strategy Action Plan* has been developed. The plan includes initiatives to assist carers in line with the suggested employer actions under the *Carers (Recognition) Act 2010* Guidelines, including FACS' *Flexible Working Arrangements Policy* and procedures. These provide information on flexible workplace options for employees and advice on implementing flexible work practices to assist carers in balancing paid employment with carer responsibilities.
- FACS was successful in having a question about carers added to the NSW Public Sector *People Matter Employee Survey 2016*.

Actions/initiatives taken which reflect the principles of the NSW Carers Charter

- Carers Week was celebrated from 11 to 17 October 2015. In 2015–16, FACS provided \$100,000 to Carers NSW to administer Carers Week. Grants of up to \$250 each enabled 330 carer support groups and organisations to host an event for carers during the week.
- The 2015 NSW Carers Awards were presented during Carers Week to acknowledge and celebrate the significant contribution that unpaid carers make to the person or people they care for.
- FACS continued to develop the [Care for a Carer](#) website to help the broader community to understand carers and to promote initiatives for carers.
- Carers NSW was engaged by FACS to reach out to 'hidden' carers living in social housing. This project involved developing quality information for carers and social housing staff, and establishing mobile offices in 12 social housing areas.
- FACS presented the *Co-designing the Carers Strategy with Carers* at the 6th International Carers Conference in Sweden (3–6 September 2015), the Australian Association of Gerontology (NSW Division), and the Aged & Community Services NSW & ACT Conference in Dubbo (April 2016).

Consultation and liaison with Carers – policies and initiatives impacting on carers

- The NSW *Carers (Recognition) Act 2010* established the Carers Advisory Council to advance the interest of carers and provide advice to the government on matters that impact carers. FACS resources and provides secretariat for the Council. In 2015–16, the NSW Carers Advisory Council met four times and considered a range of issues and policy developments that impact carers, such as implementation of the *NSW Carers Strategy* and the NDIS.
- A public consultation period for the review of the NSW *Carers (Recognition) Act 2010* concluded on 29 April 2016 following the publication and promotion of a discussion paper and online ‘Have Your Say’ survey. The Act review consultation also included two regional and one metropolitan forum for carers, and a public sector forum.
- Early Childhood Intervention Australia (NSW/ACT Chapter) developed a *Transition to School* DVD to support their successful [Transition to School](#) resource, which presents video clips of one family’s story about their child’s transition to school.
- The Institute of Family Advocacy and Leadership Development’s *Resourcing Families* program has continued to build the knowledge, skills and experience of families of children and young people in order to develop, implement and sustain individualised, self-managed supports. The program has included statewide forums, a new website, information resources and updating of the *Harness the Possibilities – Planning for a Positive Future for a Child with Disability* resource.
- Respite options provide valuable regular short-term breaks for families and carers, and in so doing support and strengthen relationships, help keep families together, and aim to provide a positive experience for both the carer and the person with disability.
- In 2015–16, under the *Ready Together* program, more than 1,400 additional flexible respite places were allocated across the State for people caring for a person with disability.
- Carers NSW, in partnership with Mirri Mirri, delivered Supported Decision Making workshops for 14–18-year-olds with disability, their families and/or carers. The workshops focused on building the capacity of adolescents with disability to make supported decisions, while also providing a framework for building the capacity of families and carers to step away from substitute decision making towards SDM’s more person-centred approach.
- Carers NSW was also funded to provide training for carers in preparation for the NDIS.
- FACS leads the implementation of the *NSW Carers Strategy 2014–19* and chairs the Carers Strategy Implementation Committee (CSIC), which includes partners and carers who are overseeing implementation of the Strategy. FACS-led projects include the development of a new young carer app (‘Who Cares?’), ongoing media campaigns to raise awareness of carers (e.g. *Care for a Carer*) and the development of an interactive website to help carers identify how their caring skills can translate into employable skills (*SkillsLink2Work*).
- Under the banner of ‘Getting Prepared’, FACS has invested in a significant number of projects which aim to build the capacity of, and provide knowledge and support to, people with disability and their families and carers. Through these projects a suite of consumer capacity-building workshops has been delivered across NSW focusing on:
 - increasing skills to develop capacity in planning and preparation for the NDIS
 - increasing leadership skills
 - preparing for the expansion of individualised funding and rollout of the NDIS
 - promoting awareness of the rights of people with disability
 - assisting in identifying person-centred goals
 - developing skills and confidence using technology
 - developing relationships between services and families that focus on achieving the optimal arrangement for the person
 - developing a vision for an inclusive future, goal setting and identification of reasonable and necessary supports
 - developing a support network of facilitators and peer-mentors to share leadership skills and promote individual and community capacity.

3.17 Privacy management

FACS (department)

Privacy Management Plan

During 2015–16, FACS reviewed privacy practices across its divisions to create one FACS *Privacy Management Plan*. Internal consultation and further work is being done to finalise this plan. Implementation of the plan has been delayed due to the *OneFACS* restructure, but it will be finalised in 2016–17.

Internal reviews

In 2015–16, FACS received 22 internal review applications made under the *Privacy and Personal Information Protection Act 1998* (PPIP Act). In addition, 29 informal complaints were managed and resolved without recourse to a formal application.

Seven of the internal review applications were finalised, a further seven were completed but not finalised, and the remaining eight were incomplete as at 30 June 2016.

The internal review applications were managed by FACS legal staff with assistance from external legal practitioners and a contractor with expertise in privacy.

Aboriginal Housing Office

In 2015–16, the AHO did not conduct any internal reviews under the PPIP Act and did not receive any internal review applications made under the PPIP Act.

Home Care Service of NSW

In 2015–16, the HCS did not conduct any internal reviews under the PPIP Act and did not receive any internal review applications made under the PPIP Act.

NSW Land and Housing Corporation

LAHC is part of FACS and aligns itself to the FACS *Privacy Management Plan* and practices as stated on the FACS website. In 2015–16, LAHC did not receive any internal review applications made under the PPIP Act.

3.18 Payment of accounts

FACS (department) payment of accounts for goods and services

The payment of accounts is closely monitored by each entity to ensure accounts are paid in accordance with NSW Treasury directions. Process improvements across the Department and related entities are being undertaken to further improve payment-on-time performance. Accounts payable policies and procedures are in accordance with the guidelines established by the NSW Small Business Commissioner. Interagency transactions are excluded from the data, resulting in lower volumes being reported in 2015–16 compared to 2014–15.

Aged analysis at the end of each quarter

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 15	9,001,746	39,788	18,198	3,324	40,709
Dec 15	3,457,938	70,857	4,682	4,164	42,562
Mar 16	24,023,994	344,788	52,868	1,842	126,466
Jun 16	54,703,778	259,882	24,491	32,670	90,380
Small business suppliers					
Sep 15	472,679	0	0	119	550
Dec 15	269,873	500	0	0	455
Mar 16	1,187,512	9,049	0	0	1,193
Jun 16	2,763,460	2,582	406	0	951

Note: The AHO, the HCS and the NSW Land and Housing Corporation are not included in the consolidated FACS figures and are reported separately below.

Source: FACS consolidated financial statements (FACS Annual Report 2015–16 Vol 2: Audited Consolidated Financial Statements).

Accounts due or paid within each quarter

Measure	Sep 15	Dec 15	Mar 16	Jun 16
All suppliers				
Number of accounts due for payment	176,448	177,657	168,256	198,073
Number of accounts paid on time	176,093	177,227	167,698	197,490
Actual percentage of accounts paid on time (based on number of accounts)	100%	100%	100%	100%
Dollar amount of accounts due for payment (\$)	1,245,268,756	1,205,078,514	1,215,954,996	1,775,828,849
Dollar amount of accounts paid on time (\$)	1,242,484,964	1,204,346,541	1,214,886,803	1,774,689,067
Actual percentage of accounts paid on time (based on \$)	100%	100%	100%	100%
Number of payments for interest on overdue accounts	0	0	0	57
Interest paid on overdue accounts (\$)	0	0	0	3,392
Small business suppliers				
Number of accounts due for payment to small businesses	3,651	3,485	2,995	3,651
Number of accounts due to small businesses paid on time	3,604	3,424	2,948	3,615
Actual percentage of small business accounts paid on time	99%	98%	98%	99%
Dollar amount of accounts due for payment to small businesses (\$)	6,344,946	5,092,477	3,634,461	5,964,822
Dollar amount of accounts due to small businesses paid on time (\$)	6,307,322	4,969,333	3,584,874	5,907,758
Actual percentage of small business accounts paid on time (based on \$)	99%	98%	99%	99%
Number of payments to small businesses for interest on overdue accounts	0	0	0	57
Interest paid to small businesses on overdue accounts (\$)	0	0	0	3,392

Note: The accounts payable policies and procedures are in accordance with the guidelines established by the NSW Small Business Commissioner. The data excludes any transactions between cluster agencies.

Source: FACS consolidated financial statements (FACS Annual Report 2015–16 Vol 2: Audited Consolidated Financial Statements).

Aboriginal Housing Office payment of accounts for goods and services

Aged analysis at the end of each quarter

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 15	14,204	460	24	0	45
Dec 15	6,496	24	24	24	48
Mar 16	333,036	1,973	24	0	95
Jun 16	319,886	634	0	0	0
Small business suppliers					
Sep 15	772	24	24	0	0
Dec 15	129	24	24	24	48
Mar 16	1,209	24	24	0	95
Jun 16	3,032	0	0	0	0

Source: AHO financial statements (FACS Annual Report 2015–16 Vol 2: Audited Consolidated Financial Statements).

Accounts due or paid within each quarter

Measure	Sep 15	Dec 15	Mar 16	Jun 16
All suppliers				
Number of accounts due for payment	739	741	679	813
Number of accounts paid on time	737	729	664	808
Actual percentage of accounts paid on time (based on number of accounts)	100%	98%	98%	99%
Dollar amount of accounts due for payment (\$)	17,592,185	7,392,084	2,502,477	5,610,006
Dollar amount of accounts paid on time (\$)	17,588,481	7,363,654	2,488,573	5,391,459
Actual percentage of accounts paid on time (based on \$)	100%	100%	99%	96%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts (\$)	0	0	0	0
Small business suppliers				
Number of accounts due for payment to small businesses	41	17	29	12
Number of accounts due to small businesses paid on time	41	17	18	12
Actual percentage of small business accounts paid on time	100%	100%	62%	100%
Dollar amount of accounts due for payment to small businesses (\$)	796,115	20,788	15,372	6,786
Dollar amount of accounts due to small businesses paid on time (\$)	796,115	20,788	14,248	6,786
Actual percentage of small business accounts paid on time (based on \$)	100%	100%	93%	100%
Number of payments to small businesses for interest on overdue accounts	0	0	0	0
Interest paid to small businesses on overdue accounts (\$)	0	0	0	0

Note: The data excludes any transactions between cluster agencies.

Source: AHO financial statements (FACS Annual Report 2015–16 Vol 2: Audited Consolidated Financial Statements).

Home Care Service of NSW payment of accounts for goods and services

Aged analysis at the end of each quarter

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 15	319,428	400	0	0	22,450
Dec 15	54,524	1,600	0	0	0
Mar 16 ¹	0	0	0	0	0
Jun 16 ¹	0	0	0	0	0
Small business suppliers					
Sep 15	121,231	0	0	0	24,011
Dec 15	24,677	0	0	0	0
Mar 16 ¹	0	0	0	0	0
Jun 16 ¹	0	0	0	0	0

¹ March and June quarter figures are nil due to the transfer of HCS assets and liabilities to Australian Unity on 19 February 2016.

Source: HCS consolidated financial statements (FACS Annual Report 2015–16 Vol 2: Audited Consolidated Financial Statements).

Accounts due or paid within each quarter

Measure	Sep 15	Dec 15	Mar 16 ¹	Jun 16
All suppliers				
Number of accounts due for payment	4822	4500	3041	0
Number of accounts paid on time	4794	4474	3014	0
Actual percentage of accounts paid on time (based on number of accounts)	99%	99%	99%	N/A
Dollar amount of accounts due for payment (\$)	31,100,977	19,356,796	12,260,818	0
Dollar amount of accounts paid on time (\$)	31,063,646	19,291,570	12,207,154	0
Actual percentage of accounts paid on time (based on \$)	100%	100%	100%	N/A
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts (\$)	0	0	0	0
Small business suppliers				
Number of accounts due for payment to small businesses	678	610	294	0
Number of accounts due to small businesses paid on time	674	599	287	0
Actual percentage of small business accounts paid on time	99%	98%	98%	N/A
Dollar amount of accounts due for payment to small businesses (\$)	1,194,208	1,259,764	607,650	0
Dollar amount of accounts due to small businesses paid on time (\$)	1,162,950	1,215,416	560,305	0
Actual percentage of small business accounts paid on time (based on \$)	97%	96%	92%	N/A
Number of payments to small businesses for interest on overdue accounts	0	0	4	0
Interest paid to small businesses on overdue accounts (\$)	0	0	179	0

Note: June 16 quarter is nil due to the transfer of HCS assets and liabilities to Australian Unity on 19 February 2016.

¹ March 16 quarter data is for the period 1 January to 19 February 2016

Source: HCS consolidated financial statements (FACS Annual Report 2015–16 Vol 2: Audited Consolidated Financial Statements).

NSW Land and Housing Corporation payment of accounts for goods and services

Aged analysis at the end of each quarter

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 15	18,070,803	2,855	1,356	0	20,602
Dec 15	11,007,631	319	2,293	43	20,602
Mar 16	44,658,699	659,226	35,575	2,293	62,743
Jun 16	26,023,116	439,974	0	0	65,281
Small business suppliers					
Sep 15	115,529	0	0	0	0
Dec 15	141,732	0	0	0	0
Mar 16	220,146	0	0	0	0
Jun 16	76,470	0	0	0	0

Source: LAHC financial statements (FACS Annual Report 2015–16 Vol 2: Audited Consolidated Financial Statements).

Accounts due or paid within each quarter

Measure	Sep 15	Dec 15	Mar 16	Jun 16
All suppliers				
Number of accounts due for payment	174,727	165,310	145,959	90,556
Number of accounts paid on time	174,343	165,198	145,403	90,303
Actual percentage of accounts paid on time (based on number of accounts)	100%	100%	100%	100%
Dollar amount of accounts due for payment (\$)	363,305,195	327,119,335	277,120,174	393,006,772
Dollar amount of accounts paid on time (\$)	359,752,319	325,975,555	273,280,404	388,018,406
Actual percentage of accounts paid on time (based on \$)	99%	100%	99%	99%
Number of payments for interest on overdue accounts	0	0	0	48
Interest paid on overdue accounts (\$)	0	0	0	4,635
Small business suppliers				
Number of accounts due for payment to small businesses	802	688	635	827
Number of accounts due to small businesses paid on time	765	664	553	728
Actual percentage of small business accounts paid on time	95%	97%	87%	88%
Dollar amount of accounts due for payment to small businesses (\$)	6,206,908	7,107,496	3,793,881	3,552,754
Dollar amount of accounts due to small businesses paid on time (\$)	5,979,808	7,068,353	3,581,636	3,334,330
Actual percentage of small business accounts paid on time (based on \$)	96%	99%	94%	94%
Number of payments to small businesses for interest on overdue accounts	0	0	0	48
Interest paid to small businesses on overdue accounts (\$)	0	0	0	4,635

Note: The data excludes any transactions between cluster agencies.

Source: LAHC financial statements (FACS Annual Report 2015–16 Vol 2: Audited Consolidated Financial Statements).

3.19 Disclosure of controlled entities

- The FACS financial entity incorporates the department operational clusters of Southern, Northern and Western and the divisions of Strategic Reform and Policy; Programs and Service Design; Ageing, Disability and Home Care; Corporate Services; Aboriginal Housing Office Group of staff (AHO); NSW Land and Housing Corporation (LAHC) group of staff; and the related entities of Home Care Service of NSW (HCS) and John Williams Memorial Charitable Trust (JWMT). FACS as a reporting entity comprises all divisions and clusters under its control as noted above, as well as the related entities HCS and JWMT.
- The Home Care Service of NSW is a NSW statutory corporation and the largest provider of home and community care services in NSW. The HCS, as a reporting entity, comprises the Home Care Service, the Home Care Service Advisory Board and the entity under its control, namely the Home Care Service Staff Agency (Staff Agency). The Staff Agency's sole objective is to provide personnel services to the HCS. On 19 February 2016, assets and liabilities of the HCS and HCS Staff Agency were transferred via a vesting order to an Implementation Company, Australian Unity Home Care Pty Ltd (Australian Unity), established by the Government to facilitate the transfer of the HCS to Australian Unity. The majority of HCS Staff Agency employees and their leave entitlements were transferred to Australian Unity.
- JWMT is a special purpose reporting entity. The trust owns eight properties in NSW which are used to provide respite care and accommodation for children with disability. The net book value of the properties is \$8.9 million at 30 June 2016. The trust also has a cash balance of \$1.7 million at 30 June 2016. The cash balance is held in interest earning facilities and is to facilitate ongoing maintenance of the properties. The trust has no performance targets or measures.
- Separate financial statements are prepared for the controlled entities HCS, HCS Staff Agency, the JWMT and the non-controlled entities within the cluster, namely LAHC, the AHO and Multicultural NSW.

3.20 Credit card certification

FACS' *Credit (Purchasing) Card Policy* is available on the Intranet to all our employees. The policy outlines requirements for the issue, purpose, restrictions and administration of credit (purchasing) card use. The requirements are consistent with Government policy as outlined in the Treasurer's Directions and Treasury Circulars.

In accordance with Treasurer's Direction 205.01, it is certified that credit card use by officers of FACS (including the AHO, the HCS and LAHC) was in accordance with NSW Government guidelines.

3.21 Membership of boards for FACS Statutory Bodies

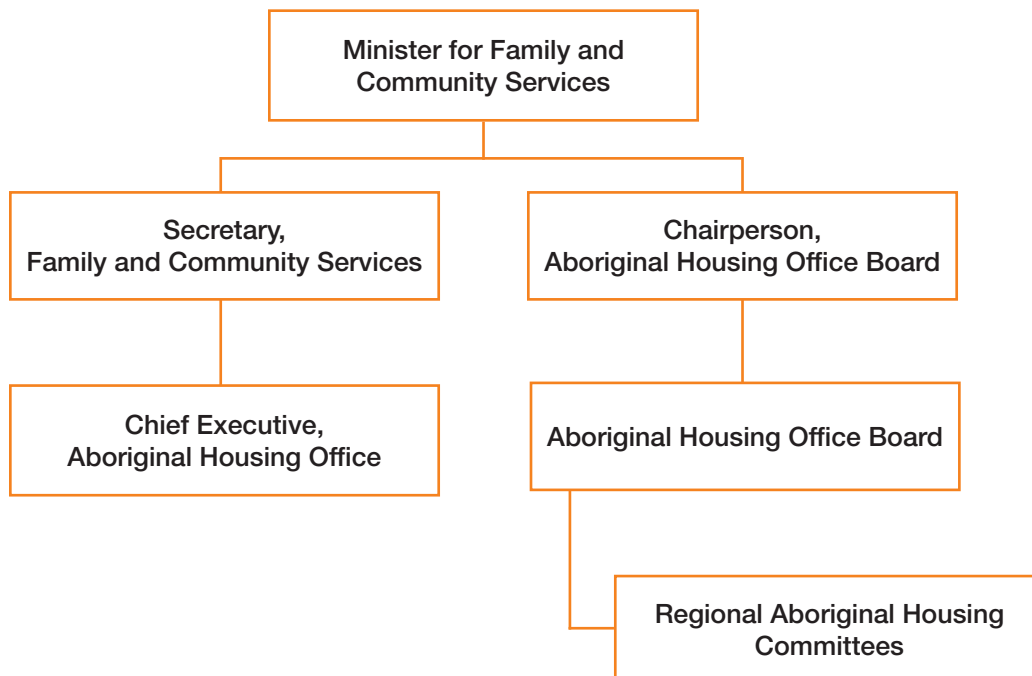
Aboriginal Housing Office Board

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

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

The Board's responsibilities include:

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



Board members

Leah Armstrong

Chairperson

Advanced Diploma of Community Services (Management)

Period of appointment:
20 June 2015 to 20 June 2017

Ms Armstrong was appointed to the Board by the Minister for Family and Community Services and attended five of the six meetings held in 2015–16.

Wendy Morgan

Board member

Period of appointment:
21 May 2013 to 21 May 2016 and 22 May 2016 to 22 May 2018

Ms Morgan was appointed to the Board by the Minister for Family and Community Services and attended five of the six meetings held in 2015–16.

Beverly Manton

Board member

Period of appointment:
21 May 2013 to 20 June 2015 and 20 June 2015 to 20 June 2017

Ms Manton was appointed to the Board by the Minister for Family and Community Services and attended five of the six meetings held in 2015–16.

Anthony Ashby

Board member

Chartered Accountant, Registered Company Auditor, Bachelor of Commerce (Accounting)

Period of appointment:
20 June 2015 to 20 June 2017

Mr Ashby was appointed to the Board by the Minister for Family and Community Services and attended five of the six meetings held in 2015–16.

Damien Bidjara-Barnes

Board member

Masters of Business Administration, Bachelor of Laws, Bachelor of Civil Engineering

Period of appointment:
20 June 2015 to 20 June 2017

Mr Bidjara-Barnes was appointed to the Board by the Minister for Family and Community Services and attended five of the six meetings held in 2015–16.

Neva Collings

Board member

Bachelor of Laws, Bachelor of Economics, Masters of Laws

Period of appointment:
20 June 2015 to 20 June 2017

Ms Collings was appointed to the Board by the Minister for Family and Community Services and attended all six meetings held in 2015–16.

Mayrah Sonter

Board member

Bachelor of Communications (Public Communications), Masters of Arts (Journalism)

Period of appointment:
20 June 2015 to 20 June 2017

Ms Sonter was appointed to the Board by the Minister for Family and Community Services and attended all six meetings held in 2015–16.

Craig Taylor

Board member

Bachelor of Arts (Humanities), Diploma of Education K–12, Diploma in Government Services, Bachelor of Social Work

Period of appointment:
20 June 2015 to 20 June 2017

Mr Taylor was appointed to the Board by the Minister for Family and Community Services and attended all six meetings held in 2015–16.

Suzanne Ingram

Board member

Bachelor of Communications, PG Cert
Health Research

Period of appointment:
22 May 2016 to 22 May 2018

Ms Ingram was appointed to the Board by the Minister for Family and Community Services. She did not attend any meetings held in 2015–16 due to the date of her commencement.

Shane Hamilton

Board member (ex-officio, non-voting)

Period of appointment:
24 November 2014 to ongoing

Mr Hamilton is the Chief Executive, Aboriginal Housing Office. He was appointed to the Board by the Minister for Family and Community Services and was a board participant for all six meetings held in 2015–16.

Guy Jones

Former board member

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 his term of appointment ceased on 21 May 2016. He attended five of the six meetings held in 2015–16.

Gavin Brown

Former board member

Advanced Diploma in Financial Planning,
Graduate Certificate in Business
Administration

Period of appointment:
21 May 2013 to 13 July 2015

Mr Brown was appointed to the Board by the Minister for Family and Community Services and resigned from the Board on 13 July 2015. Due to his resignation, he attended no meetings held in 2015–16.

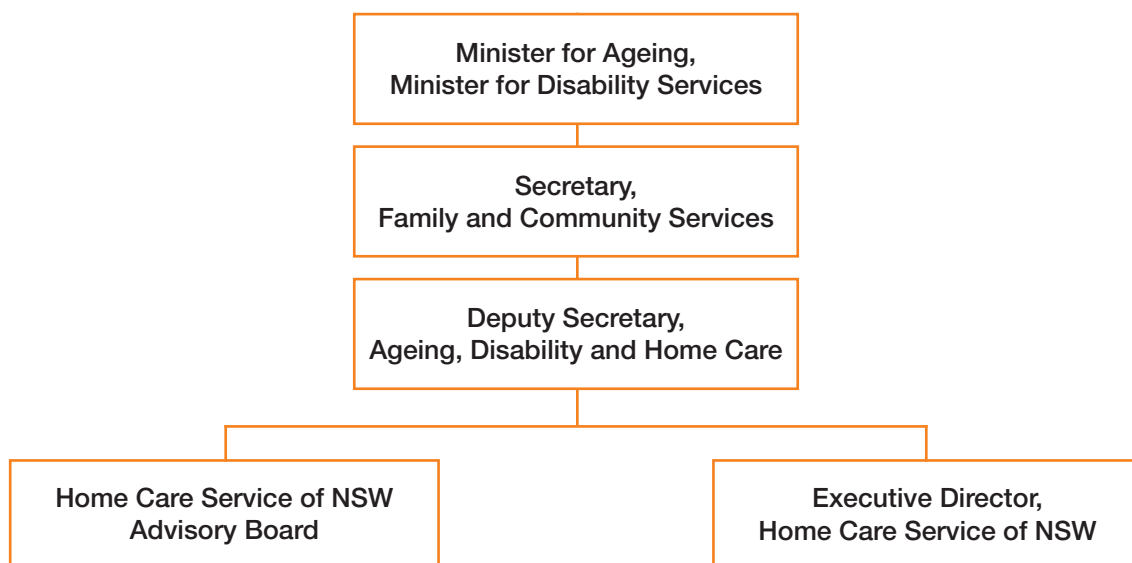
Home Care Service of NSW Advisory Board

The Home Care Service Advisory Board is established under the Home Care Service Act 1988. The Board advises the Secretary of FACS on issues relating to the strategic management of the Home Care Service.

The Board meets quarterly. The Chair of the Board is the Deputy Secretary of Ageing, Disability and Home Care, Department of Family and Community Services, and the Board includes the Director, Home Care Service of NSW.

The Board was functioning for the entirety of the 2015–16 year.

The Home Care Service of NSW was successfully transferred to Australian Unity Home Care Service towards the end of 2015–16.



Board members

Jim Longley

Chairperson (ex-officio)

Bachelor of Economics, Master of Economics

Deputy Secretary of Ageing, Disability and Home Care, Department of Family and Community Services

Period of appointment:
1 July 2013 to ongoing

Mr Longley attended both meetings held in 2015–16.

Kevin Reilly

Board member (ex-officio)

Bachelor of Social Studies, Diploma of Adult Education, Master of Business Administration, Master of Communications

Acting Executive Director, Home Care Service of NSW, Department of Family and Community Services

Period of appointment:
22 April 2014 to ongoing

Mr Reilly attended both meetings held in 2015–16.

Bruce Alcorn

Board member

Bachelor of Arts/Bachelor of Social Work, Master of Social Work, Commonwealth Public Service Executive Development Scheme, Diploma in Healthcare Philanthropy

Period of appointment:
30 October 2013 to 29 October 2016

Mr Alcorn was appointed to the Board by the Governor through merit selection and attended one of the two meetings held in 2015–16.

Donna Murray

Board member

Certificate III in Desktop Publishing, Certificate III in Office Administration and Financial Skills, Certificate IV in Training and Assessment, Diploma of Events Management, University Certificate – Indigenous Governance

Period of appointment:
16 February 2014 to 17 February 2017

Ms Murray was appointed to the Board by the Governor through merit selection and attended one of the two meetings held in 2015–16.

Diana D'Ambra

Board member

Bachelor of Commerce, Masters of Commerce, Associate of Chartered Accountants, Fellow of Institute of Chartered Accountants

Period of appointment:
30 October 2013 to 29 October 2016

Ms D'Ambra was appointed to the board by the Governor through merit selection and attended both meetings held in 2015–16.

Susan Hatcher

Board member

Bachelor of Health Science (Nursing Bioscience), Graduate Certificate in Intensive Care, Master of Health Services Management, Bachelor of Laws (First Class Hons), Graduate Certificate in Legal Practice, Diploma Company Directors Course

Period of appointment:
30 October 2013 to 29 October 2016

Ms Hatcher was appointed to the Board by the Governor through merit selection and attended both meetings held in 2015–16.

Gillian McFee

Board member

Bachelor of Social Studies (Hons), Diploma of Urban and Regional Studies, Master of Business Administration (Executive), Graduate Job of the Chief Executive (JOCE), Australian Institute of Company Directors Course (FAICD)

Period of appointment:
30 October 2013 to 29 October 2016.

Ms McFee was appointed to the Board by the Governor through merit selection and attended both meetings held in 2015–16. She resigned from the Board in September 2016.

Gary Morris (OAM)

Board member

Diploma in Business (Governance), Certificate IV Business (Governance), Certificate IV in Workplace Assessment and Training, Aged Care Quality Assessors Course, Certificate IV in Business, Certificate III in Business, Category 1 Workplace Training

Period of appointment:
30 October 2013 to 29 October 2016.

Mr Morris was appointed to the Board by the Governor through merit selection and attended one of the two meetings held in 2015–16.

Leanne Morton

Board member

General Nursing Training, Neuroscience Nursing certificate, Intensive Care Nursing Certificate

Period of appointment:
16 February 2014 to 17 February 2017.

Ms Morton was appointed to the Board by the Governor through merit selection and attended one of the two meetings held in 2015–16.

3.22 Investment performance

Aboriginal Housing Office

The AHO does not have any investments.

Home Care Service of NSW

The HCS is a statutory body and has specific investment powers provided under the *Public Authorities (Financial Arrangements) Act 1987*. During 2015–16, the HCS maintained its investment in the NSW Treasury Corporation (TCorp) Hour-Glass cash and medium-term and long-term Investment facilities. The financial year to date rate of return as at 30 June 2016 on the medium-term and long-term facilities was 2.20 per cent and 0.57 per cent respectively, compared with respective benchmark rates of 3.01 per cent and 2.07 per cent.

NSW Land and Housing Corporation

LAHC derives its investment powers from Part 2, Schedule 4, of the *Public Authorities (Financial Arrangements) Act 1987* as amended. During 2015–16, LAHC continued to invest its cash flows in money market facilities with appropriately rated Australian banks. The average rate of return for the year on these investments was 2.78 per cent, compared to the TCorp Hour Glass Cash facility's 2.48 per cent. The Housing Reserve Fund forms part of LAHC and the performance of short-term funds in the Housing Reserve Fund has been included in this performance indicator.

3.23 Liability management performance

Aboriginal Housing Office

The AHO does not have any debt.

Home Care Service of NSW

The HCS does not have any debt.

NSW Land and Housing Corporation

As at 30 June 2016, the nominal value of LAHC's debt portfolio was \$849 million. This comprises \$689 million in advances from the Australian Government, \$154 million in loans payable to TCorp and \$6 million in loans from other sources.

During 2015–16, LAHC repaid \$67 million of its debts (\$30 million to the Australian Government, \$13 million to the NSW Government and \$24 million to TCorp).

LAHC retained the services of TCorp to manage the tradable portion of the debt portfolio.

In 2015–16, LAHC adopted the new Weighted Average Life (WAL) benchmark to measure its debt management performance. The WAL range applied for the financial year ended 30 June 2016 was 4 +/-0.75 years (see table below).

Debt performance

Weighted Average Life (WAL) for year ended	Actual	Allowable range/ mid-point
30 June 2016	4.00	3.25–4.75

Source: LAHC Financial Statement notes 24 and 31.

3.24 Digital Information Security Policy



Digital Information Security Annual Attestation Statement for the 2015-2016 Financial Year for the Department of Family and Community Services

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

I, Michael Coutts-Trotter am of the opinion that the Department of Family And Community Services had an Information Security Management System in place during the 2015-2016 financial year that is consistent with the Core Requirements set out in the NSW Government Digital Information Security Policy.

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

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

The Department of Family And Community Services has maintained certified compliance with ISO 27001 Information technology - Security techniques - Information security management systems - Requirements by an Accredited Third Party during the 2015-2016 financial year.

A handwritten signature in blue ink, appearing to read 'M. Coutts-Trotter', written over a horizontal line.

Michael Coutts-Trotter
Secretary

Date: 5.8.16

Contact information

Department of Family and Community Services

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Locked Bag 10, Strawberry Hills NSW 2012
Ph: (02) 9377 6000
Email: facsinfo@facs.nsw.gov.au

Aboriginal Housing Office

Level 6, 33 Argyle Street
PO Box W5 Westfield
Parramatta NSW 2150
Ph: (02) 8836 9444
Freecall: 1800 727 555
Fax: (02) 9635 3400
Email: aheenquiries@facs.nsw.gov.au

Home Care Service of NSW

Bligh House
Level 7, 4–6 Bligh Street, Sydney NSW 2000
Ph: (02) 9377 6000

NSW Land and Housing Corporation

Locked Bag 4009, Ashfield BC, NSW 1800
Ph: (02) 8753 9000
Email: facsinfo@facs.nsw.gov.au

Business hours for divisional head offices are 9am to 5pm.

Copies of this report are available at www.facs.nsw.gov.au

If you require a copy in an alternative format or language, please contact the department.

The total production cost for the FACS Annual Report 2015–16 is \$1,650.





Family &
Community
Services