



Family &  
Community Services

*Annual Report 2010-11*

# Letter to the Ministers



**Family &  
Community Services**

**The Hon Pru Goward MP**

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

**The Hon Andrew Constance MP**

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

Dear Ministers

I am pleased to submit the Department of Family and Community Services Annual Report 2010-11 for presentation to the NSW Parliament.

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

Following the report's tabling in Parliament, it will be available for public access on the Department of Family and Community Services website at [www.facs.nsw.gov.au](http://www.facs.nsw.gov.au).

Yours sincerely

**Jim Moore**

Acting Director General

# Contents

EXECUTIVE SUMMARY	2
ABORIGINAL HOUSING OFFICE	16
AGEING, DISABILITY AND HOME CARE	28
BUSINESSLINK	68
COMMUNITY SERVICES	78
HOUSING NSW	108
CHANGES TO DIVISIONS	132
APPENDICES	142
GLOSSARY AND INDEX	196

FACS financials and funds granted to non-government organisations are printed as separate volumes and available at [www.facs.nsw.gov.au](http://www.facs.nsw.gov.au)

## EXECUTIVE SUMMARY

*"Our brand new unit with wheelchair access provides freedom and independence so I no longer feel like a prisoner in my home. Simple tasks like taking a shower and accessing nearby public transport with ease are now a reality!"*

ALBERTO, HOUSING NSW TENANT, SYDNEY





# Overview

## WHO WE ARE

In April 2011, the Premier announced changes to the NSW public sector. As part of these changes, the Department of Family and Community Services (FACS) was established. From the previous Department of Human Services, the Aboriginal Affairs division transferred to the Department of Education and Communities, and the Juvenile Justice division transferred to the Department of Attorney General and Justice. The Office for Women's Policy transferred from the Department of Premier and Cabinet to FACS.

As at 30 June 2011, FACS comprised the following divisions:

- Aboriginal Housing Office
- Ageing, Disability and Home Care
- NSW Businesslink Pty Ltd (hereafter referred to as Businesslink)
- Community Services
- Corporate and Shared Services
- Housing NSW
- Office for Women's Policy
- Service Delivery Improvement
- Strategy, Governance and Portfolio Management.

## WHAT WE DO

We deliver services to some of the most disadvantaged individuals, families and communities in NSW. We aim to enable vulnerable people to participate fully in NSW social and economic life and build stronger, more sustainable and inclusive communities.

## OUR CLIENTS

Our clients include groups such as women, people from culturally and linguistically diverse backgrounds, seniors and young people, children

and families, Aboriginal people and Torres Straight Islanders, people with a disability and their families and carers and people who are homeless or in housing need.

## OUR WORK AND OPERATING CONTEXT

In 2010–11, we measured our performance against key priorities outlined in the previous NSW State Plan, as well as through divisional corporate and business plans. The systems we use to obtain information about our service delivery and financial performance vary across the department. Better integration and improvement of these systems remains a priority for the future, as we progress the development of an integrated corporate plan for the department.

A strong legislative framework supports our work and is administered to fulfil our statutory obligations (see appendices for more detail).

This report covers divisional performance on:

- how we complied with legislative requirements
- the challenges affecting our work and how we addressed them
- whether we achieved what we set out to achieve
- how we improved on our performance from previous years
- how we delivered services
- how we managed our resources and people
- our future commitments
- our financial position.

Factors that impacted on service delivery during the year included:

- increasing demand for services from a diverse and growing client base, comprised of some of the most vulnerable and disadvantaged people in NSW
- increasing client expectations for better access to quality services and pathways through complex service systems
- population growth and changing demographics
- increasing financial and service delivery pressure
- the need to strengthen partnerships with the non-government sector and other service providers
- major national reforms with significant investment and performance measures agreed to by the Council of Australian Governments.

In response to these environmental factors, our work during the year focused on:

- better services for clients through a more joined-up service system focused on people's needs
- securing the safety and enhancing the wellbeing of vulnerable children and young people through prevention and early intervention services, child protection and out-of-home care
- strengthening the self-reliance of individuals and communities through community development
- encouraging seniors' involvement in their communities
- promoting the social and economic participation of people with disabilities in their communities through integrated support services
- providing access to affordable housing and housing related services.

# Our organisational structure

The machinery of government changes transferred various functions from and to the department from 4 April 2011, as part of the *Public Sector Employment and Management (Departments) Order 2011*. These changes included the transfer of:

- staff principally involved in the administration of Chapter 12 and 12A of the *Children and Young Persons (Care and Protection) Act 1998* (provision of children's services) from FACS to the Department of Education and Communities
- the Aboriginal Affairs division from FACS to the Department of Education and Communities
- the Juvenile Justice division from FACS to the Department of Attorney General and Justice
- FACS staff principally involved in housing asset management to the Department of Finance and Services
- FACS staff principally involved in the provision of disaster welfare assistance to the Ministry for Police and Emergency Services
- the Guardianship Tribunal from FACS to the Department of Attorney General and Justice
- the Office for Women's Policy from the Department of Premier and Cabinet to FACS.

As at 30 June 2011, FACS is responsible to the following Ministers:

- The Hon. Pru Goward, MP  
Minister for Family and Community Services, and  
Minister for Women
- The Hon. Andrew Constance, MP  
Minister for Ageing, and  
Minister for Disability Services.

Responsibility for the *Housing Act* is shared between the Minister for Family and Community Services and the Minister for Finance and Services.

This Annual Report covers the period from July 2010 to June 2011. The Department of Education and Communities will report on the full financial year 2010–11 for the Office of Aboriginal Affairs. The Department of Attorney General and Justice will report on the full financial year for Juvenile Justice. The Department of Premier and Cabinet will report on the full financial year for the Office for Women's Policy.

## KEY CORPORATE GOVERNANCE DECISION-MAKING BODIES

The Director General, as head of the department, is responsible for the overall leadership and management of the department's functions and activities.

The senior executive leadership team comprised the FACS Board, which is responsible for setting and managing the strategic direction of the department and overseeing an integrated, department-wide view of performance. It also leads work to set and foster an organisational culture consistent with the department's purpose and strategies. The Board comprises the Director General, Chief Executives and divisional heads.

The department's Audit and Risk Committee supported by Strategy, Governance and Portfolio Management assists the department's Director General to fulfil key oversight responsibilities. In particular, the committee oversees matters including financial performance and the financial reporting process; matters of accountability and internal control; the department's process for monitoring compliance with financial laws and regulations and its own code of conduct and code of financial practice, and the operation and implementation of the department's risk management framework.

Strategy, Governance and Portfolio Management provided a governance structure for the department, clarifying the key governance committee structures.

A number of other committees provide advice to the Director General and the Board, such as the Corporate and Shared Services Steering Committee and various cross-departmental senior officers' groups.



# Our organisational structure

CONTINUED

## DEPARTMENT OF FAMILY AND COMMUNITY SERVICES

### Director General

**Jennifer Mason<sup>1</sup>**

*BA (Hons), BSocWk, MCrim*



#### CHIEF EXECUTIVE AGEING, DISABILITY & HOME CARE

**Jim Moore**

*BA (Hons) Com,  
GradDip (Acc)*

**Supporting older people,  
people with a disability &  
theirs carers to live in their  
own homes & to participate  
in community life**



#### CHIEF EXECUTIVE BUSINESSLINK

**Albert Olley**

*Bbus, GradDip (CorpGov),  
MAICD, ACIS*

**Providing shared  
business services**



#### CHIEF EXECUTIVE COMMUNITY SERVICES

**Annette Gallard<sup>2</sup>**

*Bsoc Stud, MComm, EFP*

**Promoting the safety &  
wellbeing of children &  
young people and building  
stronger families &  
communities**



#### CHIEF EXECUTIVE HOUSING NSW ACTING CHIEF EXECUTIVE ABORIGINAL HOUSING OFFICE

**Mike Allen**

*GradDip UEM*

**Developing safe, affordable &  
culturally appropriate  
housing, & promoting  
employment opportunities  
for Aboriginal people**



#### ASSISTANT DIRECTOR GENERAL CORPORATE & SHARED SERVICES REFORM PROGRAM

**Cliff Haynes**

*B Com, FCPA, FLGMA*

**Improving the efficiency &  
effectiveness of  
corporate & shared services**



#### ASSISTANT DIRECTOR GENERAL SERVICE DELIVERY IMPROVEMENT

**Peter Muir**

*BA (Soc), AssocDip (SocWel)*

**Improving & better  
integrating FACS  
services for clients**



#### ASSISTANT DIRECTOR GENERAL STRATEGY, GOVERNANCE & PORTFOLIO MANAGEMENT

**Christine Howlett<sup>3</sup>**

*MCrim (Hons), BA Crim/  
PolSci (Hons), GradCertMgt*

**Improving departmental  
accountability & governance,  
strategy and policy  
development to ensure a  
whole-of-department view**

<sup>1</sup> Jennifer Mason was the Director General as at 30 June 2011 but was on extended leave. As at 30 June Jim Moore was acting in this role.

<sup>2</sup> Anne Campbell was appointed Acting Chief Executive Community Services on 1 July 2011 following Annette Gallard's retirement.

<sup>3</sup> Christine Howlett is also FACS Chief Audit Executive.



# Our financial performance

## FORMATION AND REPORTING STRUCTURE

As at 30 June 2011, financial results for FACS incorporate Aboriginal Affairs, Ageing, Disability and Home Care, Community Services, Juvenile Justice, Housing NSW, Aboriginal Housing Office Group of Staff, and Office for Women's Policy, as well as providing (under the personnel supply contract) shared services staff to NSW Businesslink Pty Ltd – our shared service provider.

FACS as a reporting entity comprises all the entities under its control as noted above, as well as the Home Care Service of NSW (HCS) and the John Williams Memorial Charitable Trust. Separate financial statements are prepared for other entities within the cluster, namely Housing NSW (the NSW Land and Housing Corporation), Aboriginal Housing Office and NSW Businesslink Pty Ltd. They are all not-for-profit entities.

In April the NSW Government announced changes to administrative arrangements for the public sector, which meant that some areas of our department transferred to other government agencies and we welcomed the Office for Women's Policy into FACS. The financial result includes nine months of the financial results for Juvenile Justice, Aboriginal Affairs, the Guardianship Tribunal, Disaster Recovery Programs, and Children Services. The Office for Women's Policy financial results are included from April 2011. All other components of FACS are reflected for the full financial year.

## FINANCIAL PERFORMANCE

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

Our Net Cost of Services (NCOS) for the year was \$4.2 billion, which was marginally below budget by \$36 million.

Total income for the year was \$0.4 billion, with the vast majority provided via Appropriation and Grants from the NSW and Commonwealth Governments and through the provision of goods and services.

In 2010–11, we had expenditure of \$4.6 billion in delivering services across NSW and \$1.4 billion on capital works. Our largest category of expenditure of \$2.4 billion was in the delivery of our major programs including the Disability Services Program, the Home and Community Care Program, Out-of-Home Care (OOHC), Prevention and Early Intervention and the Aboriginal Communities Development Program. Many

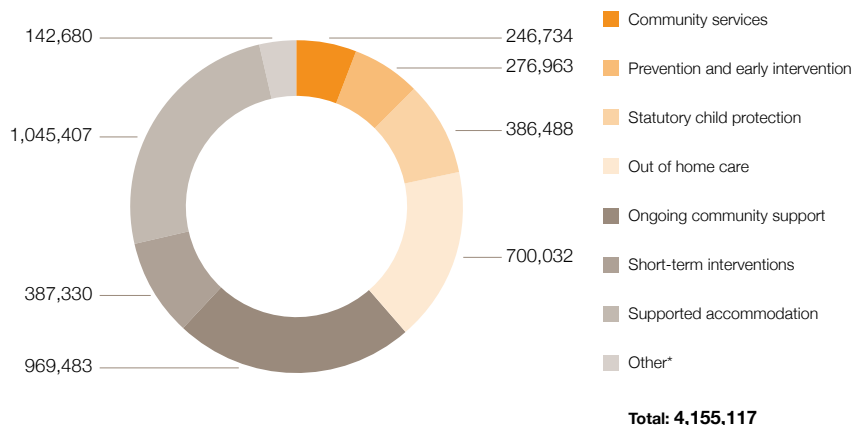
of these programs are delivered by NGOs on our behalf. During the year, we made payments of approximately \$2 billion to deliver these funded services.

Other items of expenditure included employee related expenses (\$1.7 billion), other operating costs (\$0.4 billion) and depreciation (\$0.07 billion).

## MANAGING FINANCIAL PERFORMANCE AND MINIMISING RISK

We are committed to managing our financial performance and minimising our liabilities and risks. FACS has an Audit and Risk Committee (ARC) and a Chief Audit Executive, and operates within an Enterprise Risk Management Framework in compliance with Treasury policy 09-05. The ARC provides overall stewardship of audit activities, audit recommendations, financial reporting and compliance and risk management practices. The FACS ARC supplements and strengthens the existing ARCs within the former departments and the day-to-day executive oversight and governance.

### Family and Community Services financial summary – Net cost of services as at 30 June 2011 (\$'000)



\* Total NCOS from Aboriginal Housing Office, Housing NSW, Businesslink, central corporate costs, Office for Women's Policy, Home Care Service of NSW, John Williams Trust, Juvenile Justice service groups and Aboriginal Affairs service groups.

# Our financial performance

CONTINUED

**The following entities are part of the Family and Community Services cluster, and their financial performance is summarised below.**

## HOUSING NSW

Housing NSW (the NSW Land and Housing Corporation) provides public housing and housing assistance to people with the greatest need in NSW.

From 1 October, 2011, the NSW Land and Housing Corporation was transferred to the Department of Finance and Services. However, for the period of this report it was still operating as the Corporation.

Total revenue for the year was \$1.77 billion, with the main source of income being government funding from both the NSW and Commonwealth Governments which total \$0.94 billion. The major funding was Commonwealth related under the Nation Building Economic Stimulus Plan (NBESP) with \$482.6 million to deliver over 4,483 new social housing homes.

In addition, \$296.2 million were received from the Commonwealth under the National Affordable Housing Agreement, with state funding of \$146.2 million. \$699 million were generated through rental and other tenant charges to our customer base. Total expenditure for the year was \$2.43 billion, with the major components being; \$202.3 million in housing repairs and maintenance, \$323.7 million in depreciation, \$234.7 million in personnel services and \$196.6 million in council and water rates.

As a result of the NBESP, there was continued increased capital expenditure in 2010–11, with a total capital program of \$1.22 billion. In 2010–11, 3,076 NBESP homes were vested to community housing providers to significantly grow the community housing sector in NSW. The impact of this transfer was \$945.7 million as a grant to community groups – vested properties.

Housing NSW's total asset base is valued at \$31.5 billion.

## ABORIGINAL HOUSING OFFICE

The Aboriginal Housing Office (AHO) is a statutory body that plans and administers the policies, programs and asset base for Aboriginal housing in NSW. The AHO is a not-for-profit entity. Total revenue for the year of \$197 million comprised mainly state and government funding in relation to the National Affordable Housing Agreement (NAHA) and the Remote Indigenous Housing National Partnership (RIHNP), as well as rental income generated from its client base. Total expenditure for the year was \$87 million, of which the major expenses were property expenses of \$38 million and personnel services of \$9 million. The capital program for the year was \$47.1 million, resulting in 85 new homes for Aboriginal clients. Total assets as at 30 June 2011 were marginally above \$1.1 billion.

## NSW BUSINESSLINK PTY LTD

NSW Businesslink Pty Ltd is a company limited by shares. It provides shared services to FACS and other organisations. It is a not-for-profit entity and covers its costs through fees for services. Businesslink's shared services staff are provided by FACS under the personnel supply contract. Costs for the year were \$187 million with the major items being personnel costs (\$64 million), contractor expenses (\$63 million), information technology (\$20 million), depreciation (\$17 million) and telecommunications (\$11 million). The surplus for the year was \$19 million.

# No wrong doors at Walgett one-stop-shop



There are no wrong doors for people in Walgett needing a helping hand from the Department of Family and Community Services (FACS), thanks to a new one-stop-shop which opened in December 2010.

The new centre allows people in Walgett and surrounding areas to easily access a range of FACS services – from housing advice to reporting child protection issues, financial support for carers to seniors' card applications – all from one single location. More than 1,000 clients have been helped in the six months since the centre opened.

Assistant Director General Service Delivery Improvement, Peter Muir, said access centres such as Walgett eliminated the need

for people to have to repeat their story at multiple offices.

"The focus is on providing quick and effective information, advice, assessment and referral to connect people with the support they need.

"For staff it means that decision-making is as close as possible to the people who use our services. They have a better understanding of the range of clients' needs and work closely with colleagues with different areas of expertise," Peter said.

"This will help us reach people earlier and more effectively with prevention and early intervention services to provide clients with more positive outcomes.

"It's a different way of working for our department, and a more coordinated approach is making a positive difference to local communities," Peter said.

People visiting the access centre have said they are happy with one point of contact and feel better informed about a broader range of services available to them.

Walgett resident Jacqueline\* regularly uses the access centre, along with her two granddaughters and her son, who has mental health needs.

"Having this office here with everyone in it has made things so much easier for me and my family. Things are starting to change in Walgett since you (the access centre) have been here," said Jacqueline.

FACS access centres have also been established in Nyngan and Wilcannia, with more planned for other NSW communities in disadvantaged regional and remote areas.

Establishing these access centres is one of many reforms being implemented to better integrate services across the department for clients.

\* Name has been changed.



# Our performance

FACS led on priorities under three separate chapters of the NSW State Plan – Stronger Communities, Clever State and Better Transport and Liveable Cities.

## Stronger Communities

Community Services led responsibility for actions to improve child wellbeing, health and safety. Ageing, Disability and Home Care (ADHC) reported against the priority to increase employment and community participation for people with disabilities. Housing NSW led work on behalf of the department to reduce the number of NSW people who are homeless.

## Better Transport and Liveable Cities

Housing NSW led the department's responsibilities in improving housing affordability.

## Clever State

Community Services led the department's responsibilities to make sure children have skills for learning by school entry.

The performance of each division is reported in subsequent chapters. This section provides an overview of key whole-of-department work which cuts across all FACS divisions.

## RESPONDING TO THE NEEDS OF ABORIGINAL PEOPLE

The department has a range of specific Aboriginal programs while at the same time incorporating strategies to address disadvantage across activities departmentwide. FACS has nearly eight percent of its workforce identifying as being of Aboriginal or Torres Strait Islander background, one of the highest percentages of Aboriginal employees in the NSW Government.

Specific initiatives in 2010–11 included:

- launching the ADHC Aboriginal Policy Statement, which provides the foundation to strengthen services for older Aboriginal people, Aboriginal people with a disability, their families and carers
- funding of \$3.7 million for 62 projects under the Aboriginal Child, Youth and Family Strategy, a statewide prevention and early intervention strategy aimed at children aged up to five years, their families and communities
- implementing the ADHC Aboriginal Service Delivery Model to improve access to disability services
- establishing 20 Homelessness Action Plan (HAP) Projects to focus on providing housing and tenancy support for Aboriginal people
- setting up nine new Aboriginal Child and Family Centres to provide integrated services tailored to the needs of local Aboriginal families, including child care services and parent and family support services.

Further details on our progress in implementing these plans and strategies can be found in divisional chapters of this report.

## IMPROVING SERVICES FOR CLIENTS

A key focus of FACS work has been implementing a range of reforms to deliver an improved service delivery system for our clients. The reforms include:

- delivering better joined up services to shared clients with multiple and complex needs
- improving the electronic and interpersonal referral networks to assist staff in referring and monitoring clients
- establishing place-based planning in selected communities where service responses could be improved
- aligning internal FACS regional boundaries
- establishing access centres and a No Wrong Door Policy to improve clients' access to our full range of products and services.

Seven Regional Executive Directors and two project managers per region were appointed to implement service delivery improvement reforms at a regional level.

During the year, work continued to shift to more client-centred services better tailored to the needs and outcomes of individuals.

A key reason for the Government's establishment of FACS is to improve integrated service delivery to common and multi-agency clients.

A regional integrated service delivery model for shared clients with multiple and complex needs has been implemented across all regions and has considered more than 61 cases involving 121 clients.

The program will monitor the progress of the interventions for these complex clients as an ongoing review at key points will be vital in understanding, not only the barriers and challenges for clients in our system, but recording what works to improve their lives and our practice.

Work commenced to align our internal regional boundaries into a smaller number of consistent top-level boundaries to ensure a unified and co-ordinated FACS structure.

FACS access centres opened for business in Walgett and Nyngan in the western region in December. Land has been purchased in Wilcannia and planning is underway for this to become a new FACS purpose built access centre.

These access centres provide integrated services to the community from one location and better respond to local needs. Further sites are being delivered across NSW over the next four years.

The 'One Place, One Plan' integrated local level planning framework being developed will provide a more structured approach to interagency collaboration and community planning and will deliver a single-FACS plan for key geographic communities across NSW.

The program is being implemented in 15 locations across NSW and is expected to be delivered over four years using a phased approach.

Work also continued to improve referral networks across FACS

and other government and non-government agencies.

The NSW Human Services Network (HSNet) is a website established to support agencies in the human services sector to deliver services in a coordinated and effective way. HSNet enables information sharing across government and non-government agencies. In particular, HSNet helps member organisations provide improved services to clients by enabling the easy location of health, housing, family, legal and community service information locally and across NSW, and supporting secure referrals between organisations.

During the year HSNet was transferred from the former Department of Services, Technology and Administration to FACS, with work being undertaken to strengthen this platform as a key tool for information sharing and referral networks across human services.

Work also continued to explore ICT opportunities to enable a 'single view' of clients across our divisions. This work is complex and will be subject to careful scoping and stakeholder consultation to ensure the department strikes the right balance in meeting privacy considerations to get the best outcomes for clients.

A 'single view' of FACS clients will provide a more holistic view of the client and co-ordinated services can be provided across the department. The new system will provide top level information from current systems to provide an overview of all FACS clients.

## WORKING TOGETHER WITH NON-GOVERNMENT ORGANISATIONS

FACS provides more than \$2 billion to around 4,000 non-government organisations. Full details can be found in the funding to non-government organisations (NGOs) addendum of this report.

NGOs play a key role in joint service delivery to FACS clients. Their strength often lies in the fact that they work closely with and represent clients at the local level, identifying and articulating the problems they face on the ground. NGOs also make unique and distinctive contributions because they can harness and combine philanthropic resources and social capital which are not always available to government agencies and business.

Improving integrated service delivery with NGOs is a high priority for the department.

We are also investing substantial resources in developing the capacity and productivity of the NGO sector to ensure that these services are well placed and we build a sustainable system to deliver services to people in need.

On 30 June 2011, the NSW Government announced a new direction for Brighter Futures, with increased early intervention and prevention services to be provided by the non-government sector. To support this, the government announced an extra \$10 million in 2011–12 to expand NGO provision of Brighter Futures. Community Services will provide early intervention case management services through Stronger Families targeted to higher-risk families with children under nine who meet the risk of significant harm threshold

# Our performance

CONTINUED

## CHILD WELLBEING UNITS

Child Wellbeing Units (CWUs) have been established as part of the child protection and wellbeing reforms implemented under Keep Them Safe in the Department of Family and Community Services, NSW Health, NSW Police and the Department of Education and Communities (DEC). The key functions of each CWU are to:

- support agency mandatory reporters in identifying whether their concerns about a child, young person or unborn baby meet the risk of significant harm statutory threshold for reporting to the Child Protection Helpline
- provide advice to agency mandatory reporters about possible service responses for children, young people and families, particularly where the child wellbeing concerns are below the risk of significant harm threshold
- drive better alignment and coordination of agency service systems over time, to enable better responses to children and families in need of assistance.

During the year, the FACS CWU took 1,157 calls and recorded concerns regarding 1,354 children and young people, including concerns regarding 321 Aboriginal children and young people. The main age groups reported were those aged 5–11 years followed by those aged 12–15 years.

The major concerns reported were about neglect, either in relation to supervision of children or in relation to their physical shelter and environment. FACS CWU staff undertook more than 4,200 activities in response to these calls, for example referral advice, information exchange or assistance with using the new Mandatory Reporter Guide.

FACS' leads on many of the initiatives supporting the implementation of Keep Them Safe. Details can be found in divisional chapters.

In line with the Special Commission of Inquiry into Child Protection Services in NSW, the government is committed to the gradual transition of the majority of out-of-home care (OOHC) to the non-government sector. This transfer needs to occur in a way that delivers better outcomes for children and young people and is sustainable for the NGO sector and the government.

To support this process, a roundtable meeting was convened with NGO OOHC providers in June 2011 to commence discussions. A joint NGO/Government Ministerial Advisory Group was also announced to ensure shared planning and to support the successful transition of services to meet the timeframes for new OOHC contracts by January 2012.

An effective social housing system requires a strong, diverse and well-regulated community housing sector. Increasing the sector's level of property ownership is a key strategy to help grow social housing properties. Housing NSW's community housing growth strategy, Planning for the Future, is well on the way to helping the sector grow to 30,000 properties by 2016. In April 2011, ownership of 3,076 public housing properties was transferred to 14 community housing providers across NSW.

As non-government organisations, community housing providers are able to leverage these assets to access finance streams not available to government and as charities they are also entitled to a range of tax exemptions when purchasing new properties.

We are working in partnership with the disability services sector to ensure that our service system is integrated, sustainable and has the capacity to deliver improved services which respond to a broader range of individual choices.

FACS is also undertaking work to support NGOs to grow to help meet future service demands and equipping them to operate more efficiently.

### SACS Award

The NSW Government is fully committed to working in partnership with the community services sector on the outcomes of the Australian Service Union's Equal Remuneration Claim, currently before Fair Work Australia (FWA).

Consultation with the sector has resulted in agreement to undertake further work to



prepare for the implementation of the FWA decision.

Within FACS, ADHC is leading work with sector representatives and industry parties to actively engage them in the development of these positions, including co-ordinating input and responses across their membership.

### Reducing red tape

ADHC is leading coordination of red tape reduction initiatives across FACS divisions which have streamlined processes, promoted innovation, reduced compliance costs for business or reduced administrative costs for the NSW Government.

Red tape reductions undertaken include initiatives which have delivered benefits through:

- streamlined processes
- innovation
- reduction of compliance costs for business
- reduction of administrative costs for the government.

Key achievements have included:

- common selection criteria for procurement established across FACS divisions
- standardised insurance requirements for funded NGOs to cap premiums across FACS divisions
- implementation of the standardised National Chart of Accounts
- streamlined compliance monitoring and improved NGO performance management information sharing across FACS divisions.

FACS is developing further opportunities to reduce the compliance burden on organisations that are funded for multiple programs and across more than one FACS division. A variety of initiatives are underway, including:

- introduction of full e-tendering as an option for NGOs seeking access to funding in bulk tenders
- the development of new, simplified funding agreements with a focus on offering agreements with longer terms, and which will achieve consistency in administration between program areas and across FACS divisions
- further reforms to funding acquittal processes to support organisations to adapt and respond to people's packaged supports and person centred approaches, and to better align financial acquittals to other business reporting requirements
- improvement in the use of pre-registration panels for service allocation to ensure more streamlined selection of funded services
- development of a quality framework which recognises organisations' existing accreditation systems and supports them to develop systems to continuously improve their service delivery
- implementation of information sharing across FACS divisions to reduce administrative burden on organisations of duplicate requests for information, and for agencies to formally share and recognise performance information
- further information technology developments to provide benchmarked performance information back to providers and support continuous improvement processes.

Further details about the way we work in partnership with NGOs can also be found in division chapters.

## TACKLING HOMELESSNESS

Work has commenced under the Homelessness Action Plan to reduce homelessness. One of our key targets is to reduce homelessness among Aboriginal people by one third by 2013. To achieve this, we have established 20 Homelessness Action Plan Projects that provide housing and tenancy support for Aboriginal people, and we are increasing Aboriginal representation on Regional Homelessness Committees to ensure that services are tailored to meet the needs of Aboriginal people.

We also continued to support the growth of the community housing sector, transferring ownership of 3,076 public housing properties to 14 community housing providers and increasing the number of homes in the sector to 24,584.

Applying for housing became easier with the implementation of Housing Pathways, which provides applicants with one form, one process and one housing register, making it easier and fairer to apply for housing assistance across NSW.

The Aboriginal Housing Office continued to implement the Build and Grow Aboriginal Community Housing Strategy and implemented a new registration system for Aboriginal community housing providers.

Further details about the way we work to tackle homelessness can also be found in division chapters.

# Our performance

CONTINUED

## MORE EFFICIENT AND STREAMLINED SYSTEMS

Corporate and Shared Services support our divisions in delivering services to clients and other government departments, particularly the Department of Finance and Services, Treasury and the Department of Premier and Cabinet.

In 2010–11, highlights in delivering more efficient and streamlined systems included:

- developing an integrated whole-of-FACS Information Strategy
- developing the first phase of an integrated whole-of-FACS Business Intelligence Strategy
- an integrated whole-of-FACS Total Asset Management Plan, incorporating a whole-of-department Office Accommodation Strategy and Procurement Strategy
- whole-of-FACS financial governance, including integrated management performance reports
- oversight of the successful achievement of the department's Information Communication Technology and other savings efficiency targets
- approval from the Department of Finance and Services for the FACS business case to support the investments required to deliver both our Corporate and Shared Services Strategy and ICT savings targets.

## STRATEGY, GOVERNANCE AND PORTFOLIO MANAGEMENT

During the year, the Strategy, Governance and Portfolio Management division established and led a central program management office to drive delivery of the reform agenda across the department, coordinated cross agency activity and supported reporting to Government on key reforms.

Cross-portfolio policy development and service delivery action was provided through support of the Justice and Human Services Chief Executive Officers Forum, chaired by the Director General.

The division established and supported the operation of the FACS Audit and Risk Committee, and implemented an Enterprise Risk Management Framework, in compliance with NSW Government policy.

An integrated strategic planning framework was developed for the department, setting out key goals, targets and actions to underpin forward corporate planning and performance reporting.

The division also established responsive Ministerial and Parliamentary support systems, and proactive leadership of internal and external communications strategies.

# Our priorities in 2011-12

In 2011-12, we will build on work to deliver:

- a people centred service system where clients are more involved in decision-making and receive better customer service
- early and appropriate services – access to the right services at the right time
- inclusive communities – stronger community partnerships to get better outcomes and enable participation

- an efficient and sustainable service system – to better manage demand, reduce costs and free up frontline staff.

This will support our goals, which are to see that:

- children and young people are safe and developing optimally in a stable environment
- people have stable and sustainable accommodation
- people with a disability are supported to realise their potential

- people are safe from family and domestic violence
- seniors participate fully in community life
- Aboriginal peoples' needs are met
- women have equal opportunities.

*"It's important for us to work in partnership with the 4,000 non-government organisations that we provide more than \$ 2 billion in funding to, so we can offer effective, easy-to-access services to our clients. Non-government organisations are best placed to understand issues at a local level, and together we can improve vital services for communities in NSW!"*

– Simone, Director NGO Engagement and Funding





## ABORIGINAL HOUSING OFFICE

"My family is proud that I've had a job for a year and a half. Since I started the job I now have a licence, feel happier and have goals. I'd love to do my builder's licence, own my own business and employ guys one day!"

CRAIG, ABORIGINAL CARPENTER\*

\*NAME HAS BEEN CHANGED

# Aboriginal Housing Office

## CHIEF EXECUTIVE'S FOREWORD

This year the Aboriginal Housing Office (AHO) moved full-swing into implementing the Build and Grow Aboriginal Community Housing Strategy.

The initial round of community housing registrations was completed under a new system that registers Aboriginal housing providers to improve standards. The first set of leasing agreements was signed with Aboriginal community housing providers who are now eligible for funding to improve the condition, safety and health of their homes.

We are supporting registered providers to manage these homes by developing their business capacity and introducing a new Build and Grow rent policy. The policy sets rents to provide sufficient revenue for providers to operate efficiently and assist tenants to pay rent.

We are making good progress in buying, building and repairing houses in remote areas under the Remote Indigenous Housing National Partnership Agreement between the Commonwealth and NSW Governments. At the same time, the AHO property portfolio has grown with extra homes for Aboriginal families in housing need that have been

built under the Nation Building Economic Stimulus Plan.

This is an exciting era for the AHO and for the Aboriginal housing sector. We look forward to continuing these reforms in 2011–12 to provide more housing for Aboriginal people and their communities.



**Mike Allen**

Acting Chief Executive  
Aboriginal Housing Office

*"We are supporting registered providers to manage these homes by developing their business capacity and introducing a new Build and Grow rent policy. The policy sets rents to provide sufficient revenue for providers to operate efficiently and assist tenants to pay rent."*

# Overview

## WHO WE ARE

The AHO is a statutory authority established under the *Aboriginal Housing Act 1998* to ensure that Aboriginal and Torres Strait Islander people have access to affordable, quality housing. The AHO is assisted by an Aboriginal Housing Board as required under the Act.

## WHAT WE DO

The AHO has statewide responsibility to develop a sustainable NSW Aboriginal housing sector by planning and developing, delivering and evaluating programs and services to assist Aboriginal people in housing need.

The AHO owns more than 4,900 properties tenanted by Aboriginal people in housing need. The majority are managed by Housing NSW on behalf of the AHO under a service level agreement.

We work with the Aboriginal community housing sector to ensure it can operate efficiently and is well-equipped to meet the increasing housing need of Aboriginal communities. The sector owns around 4,400 homes that are managed by Aboriginal community housing providers.

We also allocate resources, implement sectorwide policy and monitor outcomes and performance in the Aboriginal housing sector. In order to achieve this, the AHO receives funding from the NSW and Commonwealth Governments.

We work in partnership with Aboriginal community housing providers and the Aboriginal community to deliver housing programs and develop housing policy and standards to an acceptable level.

The AHO manages and coordinates a substantial annual capital works program. We also have an important role in facilitating and improving employment and training opportunities for Aboriginal people within the Aboriginal housing sector.

We serve Aboriginal people by:

- increasing the number of homes available to address housing needs
- improving the condition of homes
- increasing the capacity of Aboriginal community housing providers
- researching demographic and other trends to understand future needs
- providing training for Aboriginal housing providers to improve their technical, governance and management skills
- working with Aboriginal people to improve our policies, procedures and programs
- ensuring that Aboriginal people are engaged in our work through consultation.

## OUR STAKEHOLDERS

Our stakeholders include:

- Aboriginal people at risk of homelessness or in need of assistance to rent or buy their home
- tenants of AHO-owned homes
- Aboriginal housing providers including local Aboriginal Land Councils and Aboriginal Corporations
- Housing NSW and mainstream community housing providers that manage AHO-owned properties and tenancies on our behalf
- NSW Aboriginal Land Council – the peak body for land councils
- NSW Registrar of Community Housing
- government agencies.



# Our highlights

In 2010–11 we:

- began implementing the Build and Grow Aboriginal Community Housing Strategy and continued delivering the Remote Indigenous Housing National Partnership Agreement (RIHNP)
- grew our property portfolio from 4,551 to 4,949 homes mainly through the Nation Building Economic Stimulus Plan (NBESP)
- delivered a program of safe houses in isolated communities in western NSW to improve access to crisis accommodation, transitional housing and long-term housing for Aboriginal women and children affected by domestic and family violence
- enhanced Aboriginal housing in remote communities by building or buying 39 new homes and refurbishing 241 existing homes owned by the local community
- acquired 18 homes in urban or regional areas to house Aboriginal people moving from remote communities to other locations to pursue education or training opportunities through the Employment Related Accommodation Program
- introduced a new rent policy to assist Aboriginal community housing providers to become efficient property and tenancy managers
- completed the first round of assessments under the new Provider Assessment Registration System (PARS), with all participating Aboriginal community housing providers achieving registration
- developed the Happy Homes booklet as a tenant support pack to provide useful information on home safety for Aboriginal families and children in remote areas
- developed a new tenant satisfaction survey, the first of its kind for the Aboriginal community housing sector that will help the AHO and housing providers better understand their tenants' perspective on the quality of housing services in their community
- ensured that housing responses for Aboriginal people were culturally appropriate and built on greater self-determination including more employment opportunities for Aboriginal people in housing programs in the maintenance and construction industries
- increased our corporate effectiveness by developing better risk management practices and streamlining business systems.

# Our performance

## PERFORMANCE SUMMARY

	2007–08	2008–09	2009–10	2010–11
<b>Resources</b>				
Total number of employees	69	65	68	78
<b>Customers*</b>				
Number of tenancies (as at 30 June 2011)	4,122	4,100	4,145	4,267
Number of new tenancies*	400	303	348	453
<b>Assets*</b>				
AHO homes	4,248	4,256	4,296	4,525
<b>Social housing*</b>				
Number of people assisted	13,300	13,000	13,200	13,800

\* Managed by Housing NSW on behalf of the AHO.

## REMOTE INDIGENOUS HOUSING NATIONAL PARTNERSHIP

Improving housing conditions is closely linked to improvements in Aboriginal health, education and employment, which will close the gap in disadvantage for Aboriginal people.

In 2010–11, we implemented the RIHNP. This partnership aims to improve housing and address overcrowding, homelessness, poor housing conditions and severe housing shortages for Aboriginal people living in remote areas.

In 2010–11, under the partnership, we delivered:

- 39 new homes in remote areas
- refurbishments for 241 remote Aboriginal community housing provider homes
- an additional 18 homes in regional areas to be used by Aboriginal people from remote communities who are relocating to pursue employment related and training opportunities
- the Happy Homes booklet as a tenant support pack to provide useful information on home safety for Aboriginal families and children in remote areas.

# 13,800

people assisted  
in AHO homes  
managed by  
Housing NSW

## BUILD AND GROW

The Build and Grow Aboriginal Community Housing Strategy, launched in February 2010, is a framework to improve housing outcomes for Aboriginal people in NSW. It supports Aboriginal community housing providers to become a vibrant and effective sector that services the needs of some of our most vulnerable Australians.

Build and Grow reforms represent one of the biggest recent investments by the NSW and Commonwealth Governments in the Aboriginal community housing sector. The strategy is an important part of the NSW Government's commitment to Closing the Gap and overcoming housing disadvantage for Aboriginal people.

Developed in consultation with Aboriginal organisations and the NSW Aboriginal Land Council, key aspects of the strategy include addressing the backlog of maintenance on homes owned by participating Aboriginal community housing providers, developing a new registration system and rent policy, and providing time-limited capacity subsidies, business development and capacity-building training and advice for eligible providers.

The Build and Grow implementation plan was released in 2010–11. The plan sets out timeframes and goals to assist the AHO and the Aboriginal community housing sector to deliver the Build and Grow Strategy. The strategy will help Aboriginal community housing providers become financially independent and improve living standards for Aboriginal people in their communities.

Our regional offices actively engaged with local providers to implement various programs under Build and Grow, organising forums in Penrith, Tamworth, Dubbo, Coonabarabran, Lismore, Newcastle and Batemans Bay to update providers on progress with implementing the strategy and to consider their suggestions for improvements.

In 2010–11, under Build and Grow, we delivered:

- repairs and maintenance to 114 homes in regional and urban areas
- the first round of assessments under the new registration system, with all nine Aboriginal community housing providers that participated successfully achieving registration
- a new rent policy and an extensive round of briefings with providers to explain how it works
- a system of headleases in consultation with the NSW Aboriginal Land Council – 28 providers began negotiations with the AHO to headlease a total of 710 homes
- the Safe House program in isolated communities in western NSW to improve access to crisis accommodation, transitional housing and long-term housing for Aboriginal women and children affected by domestic and family violence.

# Our performance

CONTINUED

## PROVIDER ASSESSMENT AND REGISTRATION SYSTEM

We are dedicated to improving housing services for Aboriginal people and building the capacity of Aboriginal community housing providers. A new assessment system, called the Provider Assessment and Registration System (PARS), is being implemented under the guidance of the Aboriginal Housing Board.

PARS introduced performance-based registration with assessment against seven areas:

- fairness and resident satisfaction
- sustainable tenancies and communities
- asset management
- sound governance
- standards of probity
- protection of government investment
- efficient and competitive delivery of Aboriginal community housing.

Approval under PARS demonstrates that Aboriginal community housing providers are providing high-quality housing services to the Aboriginal community.

To ensure the integrity of the new system, a specialist unit operates within the Registrar of Community Housing. This unit assesses Aboriginal community housing providers and makes recommendations to the Acting Chief Executive on whether a provider should be approved. PARS takes into account the unique context of the Aboriginal community housing sector.

To support the successful transition to PARS and ensure that the system is culturally appropriate, robust and easy to use, a pilot with nine Aboriginal community housing providers was successfully completed in 2010–11. A formal evaluation was completed and areas for improving subsequent provider assessments were identified.

## DATA COLLECTION AND PERFORMANCE REPORTING

Data collection provides the AHO and other agencies with valuable information on the condition of Aboriginal housing in NSW and the long-term viability of the sector. It also enables us to develop policies, and plan and fulfill our reporting obligations to the NSW and Commonwealth Governments.

In 2010, a new data collection process was introduced. This included collection of organisational and unit record data from Aboriginal community housing providers using a system designed to incorporate changes in their reporting requirements. We also continued to participate in data and performance indicator development work for RIHNP.

## NATION BUILDING ECONOMIC STIMULUS PLAN

The construction of social housing under the NBESP is being undertaken by Housing NSW. A target of 325 NBESP properties are being built and handed over to the AHO from 2009–10 to 2011–12. The first 37 homes were received in 2009–10, with 241 homes provided in 2010–11.

Housing NSW will also match this target of 325 NBESP properties with a further 325 existing Housing NSW properties that are already tenanted by Aboriginal families. These will be transferred to the AHO over a two-year period. This began in 2010–11, when 15 were transferred.

These two initiatives will increase the Aboriginal housing sector by a total of 650 homes.

## ASSET MANAGEMENT

Managed by Housing NSW, in 2010–11 the AHO Portfolio Maintenance program expenditure was \$ 24.4 million. This comprised \$9.7 million for planned maintenance on AHO homes managed by Housing NSW, \$1.1 million for planned maintenance on AHO homes managed by registered community housing organisations and \$13.6 million for responsive maintenance on AHO homes managed by Housing NSW.

Asset Management Program funding is necessary as we self-insure our homes. The funding is partly used to demolish buildings damaged and to dispose of surplus land. Funds are also used for construction projects and converting homes; for example, converting a garage into bedrooms.

We sold 15 homes, including three to tenants. Of the sales to tenants, two were assisted through the AHO/Indigenous Business Australian Home Purchase Scheme and the other through commercial financial arrangements. The sales program remains primarily responsive and is based on requests from tenants to buy their home.

In 2010–11, a total of \$13 million was available under the AHO Capital Works Program, and 27 new homes were acquired. Four homes were transferred from Housing NSW to the AHO under various programs. This compensates for AHO homes sold or allocated for other purposes.

By June 2011, the AHO maintained a portfolio of 4,949 homes. In 2010–11, our Asset Management Program operated under a 10-year asset management plan, which is guiding the development of our housing portfolio to meet the needs of current and future Aboriginal clients. We continued to improve housing supply and the value of homes in the Aboriginal housing sector. The AHO asset program assists in building viable local communities, through promoting employment and training opportunities for Aboriginal builders, tradespeople and apprentices. Aboriginal builders upgraded 18 homes to bring the homes up to AHO standards.

## SAFE HOUSES FOR WOMEN AND CHILDREN LEAVING DOMESTIC VIOLENCE

Under Build and Grow, we assist remote Aboriginal communities which experience severe housing deficiencies. Secure, high-quality and well-managed housing is crucial to improving health outcomes for Aboriginal people in these communities. In Wilcannia, Bourke and Brewarrina, we are implementing a Safe House Program as a result of the demand from Aboriginal women for housing where family members experiencing violence in the home could safely stay and be supported.

In Wilcannia, a Safe House complex is being established consisting of office accommodation, counselling facilities, two crisis accommodation units, two transition units and two exit houses. The Bourke Safe House Project includes provision of a Safe House complex consisting of office accommodation, counselling facilities, two crisis

accommodation units, two transition units and an exit house. In Brewarrina, there will be a new Safe House, two transition units or villas and one exit house. Clients of the Safe House Program are able to access FACS services appropriate to their needs, such as the Specialist Homelessness Service.

## CONFIRMATION OF ABORIGINALITY

We are committed to providing housing for Aboriginal people and have a policy and process for confirming Aboriginality which ensures that AHO housing is only allocated to Aboriginal people.

Housing NSW also requires people seeking access to Aboriginal-specific entitlements in public housing homes to provide confirmation of their Aboriginality. This common approach to confirming Aboriginality of all applicants applies regardless of whether they are applying for AHO, community or public housing homes.

*"We work with different agencies to provide better services that support health, education and employment through housing so that the younger generation can live in safe and adequate homes which will provide them with security in their daily lives. In the long-term, it's all about giving them the tools to make a better future for their families and generations to come."*

– Alex, Aboriginal Housing Office Senior Project Officer



# Our performance

CONTINUED

## FUNDING FOR ABORIGINAL HOUSING PROGRAMS

The following tables show funding from the NSW Government, the Commonwealth Government and other sources in 2010–11.

### Funding sources

SOURCE OF FUNDS	\$'000
<b>1. NSW Government</b>	
State Social Housing	1,900
Aboriginal Communities Development Program	3,000
Energy saving rebate	6
<b>Subtotal</b>	<b>4,906</b>
<b>2. Commonwealth Government</b>	
National Affordable Housing Agreement	25,760
Remote Indigenous Housing National Partnership	30,735
Nation Building Economic Stimulus Plan	-
Indigenous Cadetship Support	-
Other	165
<b>Subtotal</b>	<b>56,660</b>
<b>3. Other sources of funds</b>	
Net rental income	12,555
Interest income	876
Proceeds from asset sales	2,717
Other	555
<b>Subtotal</b>	<b>16,703</b>
<b>Total</b>	<b>78,269</b>
<b>APPLICATION OF FUNDS</b>	<b>\$'000</b>
AHO planned maintenance	10,828
Aboriginal Communities Development Program	3,000
Housing Aboriginal Communities Program	499
Repairs and Maintenance Community Assets Program	568
Other programs	26,607
Acquisition and construction	47,601
<b>Subtotal</b>	<b>89,103</b>
AHO operating costs	10,573
<b>Total</b>	<b>99,676</b>

# New home opens many doors



Opening the door to a new house has opened up a world of opportunities to Zona.

Zona applied to the Employment Related Accommodation (ERA) Program for a home in the Newcastle area while she studies for her degree at Newcastle University.

Without finding suitable accommodation for her family, Zona wouldn't have been able to enrol in university.

"I want to be a primary school teacher one day so I'm learning to teach others. I could never afford to move and set up a new life for my family.

"The ERA Program means not only have my family been given a home, but I have been given an opportunity to follow my dream," Zona said.

"It's not easy growing up in a remote community because opportunities are limited. I wanted to do something for myself and also set a good example for my children.

"This program means I no longer have to choose between providing a home or studying to achieve my goals. Now I can do both," Zona said.

The ERA Program is an initiative designed specifically for Aboriginal people from remote areas to enable them to engage in study or employment in large towns or regional centres.

*"This program means I no longer have to choose between providing a home or studying to achieve my goals. Now I can do both"*

# Our performance

CONTINUED

## NSW ABORIGINAL HOUSING SECTOR

The NSW Aboriginal housing sector contains 4,949 homes owned by us and approximately 4,460 homes owned by 207 Aboriginal community housing providers. The spread of the Aboriginal housing sector and the AHO Capital Works Program across AHO regions during the reporting period are presented in the following table.

### NSW Aboriginal housing portfolio as at 30 June 2011

REGIONS	INDICATORS	ABORIGINAL HOUSING PORTFOLIO		CAPITAL WORKS
		AHO	ACHP*	AHO ACQUISITION
		CURRENT STOCK	CURRENT STOCK	
<b>Northern region</b>	<b>Dwelling size</b>			
	5+ bedrooms	44	86	2
	4 bedrooms	423	622	6
	3 bedrooms	1,100	921	7
	2 bedrooms	180	261	-
	1 bedroom	48	41	-
	0 bedrooms (bedsitters etc)	10	-	-
	<b>All dwellings</b>	<b>1,805</b>	<b>1,931</b>	<b>15</b>
	Vacant land	80	-	-
	Number of Aboriginal community housing providers	-	94	-
	Average number of dwellings	-	21	-
	Number of grants issued*	-	6	-
<b>Sydney/South Eastern region</b>	<b>Dwelling size</b>			
	5+ bedrooms	39	31	1
	4 bedrooms	350	209	7
	3 bedrooms	1,186	425	3
	2 bedrooms	224	120	-
	1 bedroom	55	21	-
	0 bedrooms (bedsitters etc)	6	-	-
	<b>All dwellings</b>	<b>1,860</b>	<b>806</b>	<b>11</b>
	Vacant land	10	-	-
	Number of Aboriginal community housing providers	-	43	-
	Average number of dwellings	-	19	-
	Number of grants issued*	-	3	-
<b>Western region</b>	<b>Dwelling size</b>			
	5+ bedrooms	21	58	-
	4 bedrooms	370	419	1
	3 bedrooms	754	953	-
	2 bedrooms	104	260	-
	1 bedroom	34	33	-
	0 bedrooms (bedsitters etc)	1	-	-
	<b>All dwellings</b>	<b>1,284</b>	<b>1,723</b>	<b>1</b>
	Vacant land	61	-	-
	Number of Aboriginal community housing providers	-	70	-
	Average number of dwellings	-	25	-
	Number of grants issued*	-	16	-

REGIONS	INDICATORS	ABORIGINAL HOUSING PORTFOLIO		CAPITAL WORKS
		AHO	ACHP*	AHO ACQUISITION
		CURRENT STOCK	CURRENT STOCK	
<b>All regions</b>	<b>Dwelling size</b>			
	5+ bedrooms	104	175	3
	4 bedrooms	1,143	1,250	14
	3 bedrooms	3,040	2,299	10
	2 bedrooms	508	641	-
	1 bedroom	137	95	-
	0 bedrooms (bedsitters etc)	17	-	-
	<b>All dwellings</b>	<b>4,949</b>	<b>4,460</b>	<b>27</b>
	Vacant land	151	-	-
	Number of Aboriginal community housing providers	-	207	-
	Average number of dwellings	-	22	-
	Number of grants issued*	-	25	-

\* Aboriginal community housing providers.

Notes:

1 The data for AHO stock are as at 30 June 2011 and the Aboriginal community housing provider (ACHP) stock are current as at 30 June 2010. The process of updating ACHP data will be completed in October 2011 and published in the 2011/12 FACS Annual Report.

2 The data for AHO capital works are current as at 30 June 2011. The data does not include projects under construction.

### Remote Indigenous Housing National Partnership and Nation Building Economic Stimulus Plan homes acquired 2010–11

REGIONS	INDICATORS	REMOTE INDIGENOUS HOUSING NATIONAL PARTNERSHIP ACQUISITIONS		NATION BUILDING ECONOMIC STIMULUS PLAN
		CAPITAL WORKS	EMPLOYMENT RELATED ACCOMMODATION	HANDOVERS
<b>Northern region</b>	<b>Dwelling size</b>			
	5+ bedrooms	-	-	-
	4 bedrooms	-	3	-
	3 bedrooms	-	4	12
	2 bedrooms	-	-	48
	1 bedroom	-	-	43
	<b>All dwellings</b>	<b>-</b>	<b>7</b>	<b>103</b>
<b>Sydney/South Eastern region</b>	<b>Dwelling size</b>			
	5+ bedrooms	-	-	1
	4 bedrooms	-	-	-
	3 bedrooms	-	2	-
	2 bedrooms	-	-	47
	1 bedroom	-	-	43
	<b>All dwellings</b>	<b>-</b>	<b>2</b>	<b>91</b>
<b>Western region</b>	<b>Dwelling size</b>			
	5+ bedrooms	1	-	-
	4 bedrooms	10	4	-
	3 bedrooms	16	5	-
	2 bedrooms	12	-	19
	1 bedroom	-	-	28
	<b>All dwellings</b>	<b>39</b>	<b>9</b>	<b>47</b>
<b>All regions</b>	<b>Dwelling size</b>			
	5+ bedrooms	1	-	1
	4 bedrooms	10	7	-
	3 bedrooms	16	11	12
	2 bedrooms	12	-	114
	1 bedroom	-	-	114
	<b>All dwellings</b>	<b>39</b>	<b>18</b>	<b>241</b>







## AGEING, DISABILITY AND HOME CARE

"The Self Managed Model allows me to make decisions and be more in control of my own life. I've loved being able to do many different things like volunteering, swimming, going to the gym, studying... and mentoring someone with a mental illness. It's my goal in life to use my skills, wherever I can, to make a positive difference for others."

MEL, PARTICIPANT IN THE SELF MANAGED MODEL  
IN THE COMMUNITY PARTICIPATION PROGRAM

# Ageing, Disability and Home Care

## CHIEF EXECUTIVE'S FOREWORD

As Chief Executive of Ageing, Disability and Home Care (ADHC), I am pleased to present the division's contribution to the FACS Annual Report 2010–11. Our contribution to the report highlights the positive impact we have on the lives of 300,000 vulnerable people throughout NSW, made possible through the significant contributions of our 13,600 staff and our 900 community partners in the non-government sector.

This year we have expanded our services to reach an additional 40,000 frail older people, people with a disability and their families and carers through significant funding growth in disability and community care programs. We have also progressed reforms in programs that will improve the lives of people with a disability and their families, and will support more frail older people to remain living at home in their own communities for longer.

ADHC successfully completed the implementation of Stronger Together 1, in many instances delivering more than originally planned. An estimated 20,000 additional people with a disability and their families throughout NSW have been supported through the creation of 33,000 specialist service places, exceeding the initial target by around 15,000 places.

In 2010–11, the Home and Community Care (HACC) Program grew by over \$38 million, bringing the total budget for the HACC Program to over \$629 million. This funding has gone a long way to improving support for frail older people, younger people with a disability and their carers

to remain in their own homes, enhance their independence, and prevent premature admission into residential care.

The state's largest provider of HACC services is the Home Care Service of NSW. In any given month 42,500 people have a Home Care worker go into their homes to assist them. Home Care delivered 3.9 million hours of service to 55,000 people, across all local government areas in NSW in 2010–11.

Negotiations with the Commonwealth about the future of the HACC Program as a result of the Council of Australian Governments (COAG) decision to split responsibilities for aged care and disability programs also began this year. From 1 July 2011, the Commonwealth Government will provide funding for services for people aged 65 and over (50 and over for Aboriginal people) and NSW will provide funds for HACC services to meet the community care needs of people under 65 (under 50 for Aboriginal people). ADHC has worked intensively with service providers to ensure the best possible outcomes for clients in the future. This work will continue in the new financial year.

ADHC continues to play a leading role in implementing priority reforms under the National Disability Agreement, which aim to place people with a disability, their families and carers at the centre of service provision.

We are providing leadership at a national level in response to the Productivity Commission Report on its Inquiry into Disability Care and Support. ADHC welcomes the step towards a National Disability Insurance Scheme and is demonstrating

its commitment by implementing system reforms to ensure a more person centred approach throughout NSW. We are also assisting with critical work on the key national foundation reforms necessary for the implementation of the scheme, and are currently providing secretariat services to the Disability Policy and Research Working Group.

A new government has committed to record funding of \$2.02 billion in growth under the second phase of Stronger Together beginning in 2011–12. By 2013–14, anyone receiving disability services will have the option of using an individualised and portable funding arrangement. Key reforms will be implemented to shape the disability services system into a truly person centred system that takes account of people's life stages and their circumstances. Extensive consultation will ensure that the voices of people with a disability and their families and carers are the ones who shape the new system.

Our community partners are, of course, integral to our ability to meet the needs of the vulnerable people of NSW, and we will continue to work closely and invest wisely to build the capability of the whole sector.

Finally, I would like to personally acknowledge all of the people directly and indirectly involved in delivering services to frail older people, people with a disability and their families and carers.



**Jim Moore**

Chief Executive  
Ageing, Disability and Home Care

# Overview

## WHO WE ARE

Ageing, Disability and Home Care (ADHC) is committed to providing the best possible outcomes for older people, people with a disability and their families and carers.

We work in partnership with non-government and local government service providers, peak bodies, advocacy and industry groups, community organisations and regulatory bodies to deliver flexible, person centred and sustainable support to more than one million people.

Services are delivered to the community through six regions (Metro North, Metro South, Hunter, Northern, Southern and Western) which support local service delivery and enable older people and people with a disability to continue to interact with, and be valued members of their local communities.

Our central office, located in Sydney, provides the management support, policy base, and strategic guidance for the six regions, which deliver and administer these programs and services.

All of our business, decisions and actions are based on five core values:

- client focus – the needs of our service users are the rationale for our activities
- equity – equal and accessible services within available resources
- integrity – honesty, openness and accountability in dealing with others
- performance – striving for excellence and continuous improvement

- valuing people – recognising the efforts, abilities and skills of our people working within the disability and community care service system.

## WHAT WE DO

In 2010–11, we spent \$2.5 billion delivering a wide range of community support and specialist services to older people, people with a disability and carers throughout NSW.

This was achieved directly through ADHC-operated services or via the 900 non-government organisations and local governments that are funded to provide services, such as early intervention, therapy, respite, supported accommodation, case management and post-school programs.

We also worked closely with other government departments such as Transport NSW, NSW Health and other FACS divisions to provide the Home and Community Care (HACC) Program to frail older people, younger people with a disability and their carers to support them to remain in their own homes, enhance their independence, and prevent their premature admission into residential care.

Our success in responding effectively to individual needs and circumstances is measured against two key areas:

- community support – focusing on building skills and strengthening family and carer relationships so that older people and people with a disability are able to live in their own home as independently as possible
- specialist support – providing services to ensure that people with ongoing intensive support needs are living in suitable accommodation and participating in their local community.

## OUR STAKEHOLDERS

Our primary focus is the people we support – older people, people with a disability and their families and carers. We work in partnership with many other organisations to ensure that policies, programs and services are well informed, planned and adaptable. Our stakeholders include:

- 900 non-government and local government service providers that we fund to deliver services on our behalf
- local, state and Commonwealth government departments and agencies
- peak bodies, industry groups and advocacy agencies representing older people, people with a disability and carers
- community agencies and organisations
- regulatory bodies.



# Strategic directions

## LEGISLATION AND FUNDING AGREEMENTS

Legislation and funding agreements are key to shaping our service system and planning processes for increasing programs and services for older people, people with a disability and carers. Information about legislation can be found in the appendices section of this report.

We receive funding under the following two agreements with the Commonwealth Government which, combined with the NSW Government's Stronger Together 10-year plan, underpin the majority of our budget:

- the National Disability Agreement (NDA), which is part of the Council of Australian Governments' Intergovernmental Agreement (IGA) on Federal Financial Relations – NSW anticipates receiving approximately \$1.7 billion in total funding over the first five years of the IGA through the Disability Services Specific Purpose Payment
- the Home and Community Care (HACC) Agreement, which is a jointly funded NSW and Commonwealth Government initiative that provides vital support to frail older people, people with a disability and carers to assist them to remain in their own homes for as long as possible – the NSW Government contributes slightly more than 40 percent of total funding under the HACC Program.

Under the National Health Reform Agreement, there will be split responsibilities for HACC aged care and disability services at age 65 (or at age 50 for Aboriginal people), with the Commonwealth

Government to assume full responsibility for aged care services from 1 July 2012.

## STRATEGIC OBJECTIVES

We are committed to ensuring that people with a disability and older people have choice and control over their lives and are valued and active members of the community. We work closely with families and carers to assist them with their caring and support role.

Our objectives reflect our commitment to ensuring that the right mix of formal and informal support is available to people at each stage of their lives and that the support is person centred, flexible and sustainable. Equally, we aim to provide effective support for families and carers to boost the resilience of these natural networks.

Our business activities are directed towards achieving outcomes in the following areas:

- improved access to information and support
- a person centred approach in all service delivery and planning
- an inclusive and supportive community
- a unified, regulated sector which has the capacity to respond effectively
- a division which leads with integrity.

Our activities also support national reforms and whole-of-government priorities.

These priorities are mirrored in our strategic directions, which are influenced by the:

- National Disability Agreement
- National Health Reform Agreement
- NSW whole-of-government Ageing Strategy
- National Disability Strategy
- Productivity Commission's Inquiry into Disability Care and Support
- United Nations Convention on the Rights of Persons with Disabilities.

In line with our strategic directions, which are currently being revised for 2011–16, our objectives will have a greater emphasis on incorporating person centred and lifespan approaches into our service delivery and business planning, as well as:

- increasing the capacity of our service system
- improving and increasing a range of qualitative accommodation models
- driving national reform priorities such as the National Disability Insurance Scheme and National Disability Strategy initiatives.

## STATE PLAN

Across the NSW Government, we had lead responsibility for:

- increasing the percentage of people with a disability who are using individualised funding arrangements
- improving employment opportunities for people with a disability, halving the gap in their unemployment rate by 2016
- increasing the out-of-home participation rate of people with a severe or profound disability to at least 85 percent by 2016.

This will be replaced by new goals in the new State Plan.

## STRONGER TOGETHER: A NEW DIRECTION FOR DISABILITY SERVICES IN NSW 2006–16

Stronger Together: A new direction for disability services in NSW 2006–16 is a 10-year plan to provide greater assistance and long-term practical solutions for people with a disability and their families. It involves major reforms, funding and service expansions.

The first five years of Stronger Together set out plans to increase the specialist disability service system's capacity by 40 percent. New places created during this phase exceeded projections – 33,000 places were created compared to the target of 18,100. These new places increased supports available to people with a disability and their families throughout NSW, including therapy, case management and behaviour support, early intervention, family support, respite and post-school and day programs.

The first five years of Stronger Together included a capital program roll-out of property and building works to achieve new accommodation places, as well as the redevelopment of the Lachlan Centre and the closure of Peat Island.

The NSW Government is investing a further \$2.02 billion in growth funding for disability services through Stronger Together 2, which is a 33 percent increase in funding for the first five years. Stronger Together 2 will provide approximately 47,200 additional places.

Stronger Together 2 also featured an unprecedented expansion of funding and significant reforms to the specialist disability service system. By 2016, we will have a disability service system that provides 70,000 more services, in more flexible ways, to better support people with a disability, their families and carers.

## NSW AGEING STRATEGY

The NSW whole-of-government ageing strategy aims to create a more age friendly society that is able to respond effectively to the opportunities and challenges of an ageing population. Our Office for Ageing leads implementation of this strategy in partnership with the Department of Premier and Cabinet and NSW Government departments.

The strategy addresses issues such as social isolation, planning for later life, building community and individual resilience, workforce participation, health issues, technology and social supports. All are designed with the aim of enabling older people to participate independently and as fully as they can in community life as they age.

Key policy areas for us aligned with the Ageing Strategy include the ageing grants program, research into population ageing and dementia research and policy.

# 70,000

*more services delivered in more flexible ways, to better support people with a disability, their families and carers by 2016*

# Our highlights

## PERFORMANCE OVERVIEW OF OUR RESULTS AND SERVICES

RESULT AREA	KEY SERVICE PROVISION DATA	HIGHLIGHTS
<b>Improving our service system</b>	<p>Our expenditure budget for 2010–11 was \$2.5 billion, an increase of \$209 million over the previous year</p> <p>\$146.4 million in disability funding for new services, an increase of 8.5 percent on last year</p> <p>\$38.9 million in HACC funding for new services, an increase of 6.6 percent on last year</p> <p>\$1.5 billion (including capital) was allocated through Stronger Together 1; this resulted in an additional 33,000 disability places being created, exceeding the target by around 15,000</p> <p>The announcement of Stronger Together 2 ensures continued growth and reform for disability services; it is supported by an additional \$2.02 billion and will provide an additional 47,200 places in disability services</p>	<p>Trialled a number of programs featuring person centred services to increase opportunities for people to exercise more choice and control over their support and funding arrangements</p> <p>Individualised funding arrangements will become available from 2011–12, and by the end of 2013–14 anyone receiving disability services will have the option of using an individualised and portable funding arrangement</p> <p>Coordinated the NSW Government submission to the Productivity Commission's Inquiry into disability long-term care and support; also actively supported the national Every Australian Counts campaign to have the proposed National Disability Insurance Scheme introduced</p> <p>Completed 12 new or refurbished HACC dementia day care centres, with the remaining four to be completed by the end of 2011</p> <p>Led NSW negotiations with the Commonwealth Government and other jurisdictions in relation to the National Partnership Agreement that will govern the transition of the HACC program</p> <p>Supported efficiencies in NGO service delivery, improving NGO contract management with the development of a Sector Planning Framework and the implementation of the Quality Framework and Funding Management System</p> <p>Implemented the NSW Dementia Services Framework 2010–15 to assist with planning and development of dementia services and programs by reviewing service needs and making recommendations along a service pathway of dementia care</p> <p>Rolled out statewide Aboriginal Home Care traineeship program and development of the Aboriginal Employment Strategy, Let's See It Through</p>

RESULT AREA	KEY SERVICE PROVISION DATA	HIGHLIGHTS
<b>Community Support</b>	<p>Allocated more than \$23 million in HACC Program growth funding to service providers</p> <p>Approximately 10,300 children accessed Early Childhood Intervention services</p> <p>More than 26,000 therapy and fixed-term intervention services delivered through ADHC-operated and funded service providers</p> <p>6,800 individuals enrolled in post-school programs and 8,000 people participated in ADHC-funded community engagement programs</p> <p>165 in-reach packages, 45 alternative accommodation placements, 53 in-home support services and 43 day programs have been implemented to address the needs of young people in Residential Aged Care</p>	<p>Piloted new case management and brokerage services for people with an Acquired Brain Injury, people with muscular dystrophy and people with motor neurone disease to assist them in receiving more tailored supports</p> <p>Improved our response to meet the needs of people from culturally and linguistically diverse (CALD) backgrounds through the launch of Valuing and Managing Diversity: A Strategic Framework for Cultural Diversity 2010–13</p> <p>Incorporated the Self Managed Model (SMM) option into day program and post-school services so that people with a disability experience greater flexibility, choice and control over services</p> <p>Delivered 900 events across NSW during 2011 NSW Seniors Week – 200 more events than the previous year</p> <p>Organised participation of 2,000 school students in activities for the 2010 Don't Dis my ABILITY campaign</p>

*"Day programs play a crucial role in supporting people with a disability to develop life skills, pursue goals, maintain independence and participate in community life. It's an exciting place to work because the programs are truly person centred and constantly evolving."*

– Noreen, Ageing, Disability and Home Care Manager Day Programs



# Our highlights

## PERFORMANCE OVERVIEW OF OUR RESULTS AND SERVICES

RESULT AREA	KEY SERVICE PROVISION DATA	HIGHLIGHTS
<b>Specialist support</b>	<p>ADHC-operated services:</p> <ul style="list-style-type: none"> <li>– 1,700 individuals in 345 group homes and in-home support</li> <li>– 1,000 clients in eight large residential centres</li> </ul> <p>ADHC-funded services:</p> <ul style="list-style-type: none"> <li>– 6,100 clients in group homes or in other community living accommodation models</li> <li>– 440 clients in 26 large residential centres</li> </ul>	<p>Rolled out a large capital program under the first five years of Stronger Together, including 530 new accommodation places, the closure of Peat Island and redevelopment of the Lachlan Centre</p> <p>370 places were allocated to four individualised support models being piloted and evaluated through a participatory action research project</p> <p>Construction of 35 custom-built homes under the Younger People in Residential Aged Care (YPIRAC) Program began during the first phase of Stronger Together</p> <p>Diverted 113 younger people from entering residential aged care through the YPIRAC Program under the first phase of Stronger Together, exceeding the program target by 88 percent</p> <p>Implemented the Lifestyle Planning Policy and Practice Guide for use in ADHC-operated accommodation support services which better incorporates person centred practices into planning services, and measures quality based upon the achievement of goals</p>
<b>Home Care Service of NSW</b>	<p>Home Care has 43 branches and a presence in over 110 locations throughout the state, including eight Aboriginal Home Care branches</p>	<p>Increased Home Care Service funding by \$13.4 million, which enabled 3.9 million hours of service, a 6.5 percent increase on last year</p> <p>Increased the number of relief care worker positions to provide better contingency planning and improved service quality and support to enable people to live independently in their own homes through the revised Care Worker Award program</p> <p>Implemented the service improvement project to increase efficiencies by establishing a new computerised service allocation system</p>

# Results and services

Our results and services focus on overall improvements to the service system and service expansions that enable a more effective response to individual needs and circumstances. We have two main areas of effort:

- community support – focusing on building skills and strengthening family and carer relationships so that older people and people with a disability are able to live in their own home as independently as possible
- specialist support – providing services to ensure that people with ongoing intensive support needs are living in suitable accommodation and participating in their local community.

## Home and Community Care – Recurrent planned growth 2010–11

ADHC REGION	ALLIED HEALTH CARE	CASE MANAGEMENT	CENTRE-BASED DAY CARE	COUNSELLING	DOMESTIC ASSISTANCE	FORMAL LINEN SERVICE	GOODS AND EQUIPMENT	HOME MAINTENANCE	HOME MODIFICATION	MEALS (CENTRE)	MEALS (HOME)	NURSING CARE (HOME)	OTHER FOOD SERVICES	PERSONAL CARE	RESPIRE CARE	SOCIAL SUPPORT	TRAINING	TRANSPORT	STATE-WIDE	TOTAL FUNDING
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Metropolitan South	268,000	793,634	1,760,000	668,000	770,000	-	-	1,236,727	596,325	-	20,000	120,000	-	639,343	623,000	1,124,340	1,421,055	1,346,819	-	11,387,243
Metropolitan North	650,427	460,000	1,200,000	162,129	355,000	-	-	665,992	497,250	-	645,000	-	-	295,000	570,000	1,090,390	882,500	805,000	-	8,278,688
Hunter	229,000	367,500	585,000	153,000	138,954	-	-	325,000	295,000	-	270,000	320,000	-	367,811	548,244	144,035	215,000	720,000	-	4,678,544
Northern	20,000	700,000	481,718	50,000	350,000	-	-	-	119,897	-	30,000	-	60,000	300,000	220,000	954,172	162,457	305,000	-	3,753,244
Southern	100,000	650,000	170,000	201,525	147,176	-	-	150,000	318,906	-	-	-	-	60,000	570,000	140,000	166,993	180,000	-	2,854,600
Western	-	120,000	208,076	-	-	-	-	95,000	109,277	-	131,000	56,000	-	-	203,651	220,168	203,000	959,554	-	2,305,726
Statewide	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,211,955	5,211,955
Grand Total	1,267,427	3,091,134	4,404,794	1,234,654	1,761,130	-	-	2,472,719	1,936,655	-	1,096,000	496,000	60,000	1,662,154	2,734,895	3,673,105	3,051,005	4,316,373	5,211,955	38,470,000

## Home and Community Care – Recurrent planned growth (outputs) 2010–11

ADHC REGION	ALLIED HEALTH CARE	CASE MANAGEMENT	CENTRE-BASED DAY CARE	COUNSELLING	DOMESTIC ASSISTANCE	FORMAL LINEN SERVICE	GOODS AND EQUIPMENT	HOME MAINTENANCE	HOME MODIFICATION	MEALS (CENTRE)	MEALS (HOME)	NURSING CARE (HOME)	OTHER FOOD SERVICES	PERSONAL CARE	RESPIRE CARE	SOCIAL SUPPORT	TRAINING	TRANSPORT	STATE-WIDE	TOTAL OUTPUTS
	HOURS	HOURS	HOURS	HOURS	HOURS	DELIVERIES	DOLLARS	HOURS	DOLLARS	MEALS	MEALS	HOURS	HOURS	HOURS	HOURS	HOURS	DOLLARS	ONE-WAY TRIPS		OUTPUTS
Metropolitan South	5,007	20,815	145,697	14,588	21,326	-	-	29,977	596,325	-	1,556	1,789	-	15,572	14,818	38,384	15,407	221,853	-	1,146,114
Metropolitan North	8,805	14,271	124,662	3,574	9,925	-	-	22,399	497,250	-	97,563	-	-	7,439	15,577	48,050	3,113	94,453	-	947,071
Hunter	3,358	7,310	60,136	3,249	3,879	-	-	12,469	295,000	-	41,519	5,366	-	9,270	13,642	7,749	1,168	68,631	-	532,746
Northern	-	12,850	34,078	1,062	10,542	-	-	-	119,897	-	4,757	-	4,664	8,001	5,152	51,947	2,345	18,123	-	273,418
Southern	1,555	13,891	18,456	3,701	4,718	-	-	7,396	318,906	-	-	-	-	1,362	13,534	7,071	-	17,906	-	411,496
Western	-	2,201	16,178	-	-	-	-	2,905	109,277	-	20,762	787	-	-	4,767	11,844	3,567	106,921	-	279,209
Grand Total	18,725	76,338	400,197	25,174	50,390	-	-	75,146	1,936,655	-	166,157	7,942	4,684	41,644	67,490	165,045	25,600	527,887	-	3,590,054

# Results and services

CONTINUED

## Stronger Together Summary of new places and expenditure allocated in first five years

	THERAPY, CASE MANAGEMENT, BEHAVIOUR SUPPORT	EARLY INTERVENTION, FAMILY SUPPORT	RESPIRE <sup>1</sup>	POST SCHOOL AND DAY PROGRAMS <sup>2</sup>	SPECIALIST ACCOMM. SUPPORT / IN- HOME SUPPORT <sup>4</sup>	YPIRAC <sup>5</sup>	TOTAL SERVICES
Metro South	2,453	3,905	1,088	1,455	310	125	<b>9,336</b>
Metro North	1,829	3,182	1,007	1,325	233	128	<b>7,704</b>
Hunter	845	2,099	688	1,030	178	110	<b>4,950</b>
Northern	900	1,657	622	916	311	66	<b>4,472</b>
Southern	735	1,263	621	654	113	56	<b>3,442</b>
Western	865	1,401	548	611	121	73	<b>3,619</b>
Other <sup>3</sup>	97	13	-	-	27	45	<b>182</b>
<b>TOTAL</b>	<b>7,724</b>	<b>13,520</b>	<b>4,574</b>	<b>5,991</b>	<b>1,293</b>	<b>603</b>	<b>33,705</b>
Stronger Together Commitment	7,150	3,040	1,420	3,280	1,350	300	<b>16,540</b>

1 The respite category includes 1,029 places from the Older Parent Carer initiative, which is jointly funded by the NSW and Australian Governments

2 This figure is new places only. The original published commitment included all continuing Community Participation clients who would receive increased days as a result of Stronger Together funding

3 service not assigned to a specific region

4 Includes Leaving Care, Community Justice Program, Other Specialist Support, Attendant Care Program and Disability Housing and Support Initiative places

5 Jointly funded by the NSW and Australian Governments – this is not a unique client count

**Specialist support (including accommodation and in-home support)**

	SPECIALIST SUPPORTED ACCOM	INNOVATIVE TARGETED SUPPORT	LEAVING CARE	COMMUNITY JUSTICE PROGRAM	DHAS2	ATTENDANT CARE	TOTAL PLACES	TOTAL ALLOCATION
Metro South	98	20	53	37	15	87	310	85.3
Metro North	40	-	51	38	5	99	233	64.7
Hunter	43	-	66	29	5	35	178	51.2
Northern	127	20	78	23	15	48	311	75.3
Southern	21	-	44	15	5	28	113	34.1
Western	41	-	21	31	5	23	121	31.7
Other Places	-	-	-	27	-	-	27	
Other recurrent	-	-	-	-	-	-	-	8.4
Total recurrent costs	-	-	-	-	-	-	-	350.7
Establishment Costs <sup>1</sup>	-	-	-	-	-	-	-	134.0
<b>Total</b>	<b>370</b>	<b>40</b>	<b>313</b>	<b>200</b>	<b>50</b>	<b>320</b>	<b>1,293</b>	<b>484.7</b>

1 Includes capital expenditure and other set up costs.

2 Includes five additional places for clients with an Acquired Brain Injury who are receiving Drop-in support services

**Respite**

	FLEXIBLE	CENTRE- BASED	GROSVENOR	LEISURE LINK	TEEN TIME	OLDER PARENT CARERS	TOTAL PLACES	TOTAL ALLOCATION
Metro South	276	293	70	133	44	272	1088	45.8
Metro North	378	155	-	120	116	238	1007	33.3
Hunter	272	73	-	86	111	146	688	20.7
Northern	147	215	-	57	48	155	622	26.5
Southern	280	150	-	34	54	103	621	17.9
Western	115	219	-	39	60	115	548	27.8
Other recurrent	-	-	-	-	-	-	-	6.2
Establishment Cost	-	-	-	-	-	-	-	2.0
<b>Total</b>	<b>1468</b>	<b>1105</b>	<b>70</b>	<b>469</b>	<b>433</b>	<b>1029</b>	<b>4574</b>	<b>180.2</b>



# Results and services

CONTINUED

## Early Intervention and Family Support

	ECII	SUPPORT NETWORK PROGRAM	AUTISM INITIATIVES	FAMILY CHOICES	INTENSIVE FAMILY SUPPORT	EXTENDED FAMILY SUPPORT	FAMILY ASSISTANCE FUND	TOTAL PLACES	TOTAL ALLOCATION
Metro South	974	18	225	-	176	14	2,498	<b>3,905</b>	<b>32.0</b>
Metro North	651	285	206	-	72	28	1,940	<b>3,182</b>	<b>26.1</b>
Hunter	691	240	-	-	210	13	945	<b>2,099</b>	<b>12.5</b>
Northern	492	40	-	20	68	31	1006	<b>1,657</b>	<b>16.2</b>
Southern	356	-	-	20	70	20	797	<b>1,263</b>	<b>12.6</b>
Western	349	20	125	-	120	9	778	<b>1,401</b>	<b>10.6</b>
Statewide	13	-	-	-	-	-	-	-	-
Total Places/ Recurrent Cost	3,526	603	556	40	716	115	7,964	-	<b>110.0</b>
Other recurrent	-	-	-	-	-	-	-	-	<b>0.1</b>
Establishment Cost	-	-	-	-	-	-	-	-	<b>0.4</b>
<b>Total</b>								<b>13,520</b>	<b>110.5</b>

# Putting people's choices first



Young people and their families should be the drivers of their individual plans, having control over important decisions that affect their lives.

Karim is a good example of how the ADHC Community Participation Program is helping people with moderate to very high support needs achieve their goals, increase their independence and participate as valued and active members of the community.

In opting for a Self Managed Model, Karim can pursue a wide range of activities such as martial arts classes, and isn't constrained by having to fit into prescribed services or programs.

His martial arts class every Saturday gives him confidence, a sense of achievement and an opportunity to spend time with friends. He has also discovered new and creative interests such as drumming and movement classes.

Under the Self Managed Model, the program fits around Karim's way of life, rather than expecting Karim to fit into pre-determined programs and services.

Karim's mother Sylvana said the Self Managed Model has meant Karim is happy.

"He has a say in what he does every day. He has greater control over his life. If he enjoys it, we carry on, if he doesn't, we will make changes. He is trying

new things and gaining confidence in learning from these experiences.

"He is communicating more and is happy about his choices. His program starts each day when he is ready, as we are not running to someone else's timetable. He is more relaxed, and so are we," Sylvana said.

ADHC provided more than \$98 million in funding for more than 3,800 Community Participation Program places.

*He has a say in what he does every day. He has greater control over his life."*

# Results and services

## CONTINUED

### IMPROVING OUR SERVICE OUTCOMES

We aim to increase awareness and promote inclusion for older people and people with a disability, with a key priority being flexible services and supports that build individual skills and independence, and provide greater certainty for people to plan their lives and achieve their expectations.

Person centred approaches provide individuals and their families with a greater say in the services and support they require to live independently in their community. We have made significant investment in the capacity of our staff and funded service providers to deliver person centred support, with an extensive person centred consultation process in 2011.

Stronger Together 1 delivered extra support services to an additional 20,000 people. Stronger Together 2 will expand person centred approaches and individualised funding models to ensure that people with a disability are at the forefront of decision-making and choices that affect their lives. Stronger Together 2 will increase the capacity of the sector by approximately 47,200 places.

In 2010–11, more than 370 places were allocated to four individualised support models being piloted and evaluated through a participatory action research project. These pilots test new models of support across a range of target groups and generate evidence of the requirements, impact, and outcomes of individualised support. This will be used to build capacity within ADHC

human resource and quality management systems.

We are providing individualised support in the Attendant Care Program, where people with a disability can choose from a variety of service models, including directly purchasing the support they need.

ADHC is committed to strengthening families and carer relationships, and maximising the independence and skills of older people and people with a disability through the use of informal care networks. There has been an increase in community support and an increased focus on early intervention and prevention.

We are working to improve service delivery and have developed specifically designed programs for young people with a disability:

- leaving care of the Minister for Family and Community Services
- in contact with the criminal justice system
- who are in, or at risk of entry to, residential aged care
- to support their ageing carers.

# 20,000

*support services delivered to an additional 20,000 people under Stronger Together 1*

## INNOVATIONS

ADHC is working to give older people, people with a disability, their families and carers greater confidence and certainty regarding the levels of support they can expect, when services will be available, and how to access them.

We are committed to person centred approaches in all service delivery and planning, to allow people to make informed decisions about their lives, and to achieve and accomplish more on their own terms. Already many of our programs offer substantial choice and flexibility to clients and their carers, and enable people to actively participate in decision-making around planning, implementation and review of services and supports they receive. We are also exploring the best ways to improve personalised support options through both service design and individualised funding options.

We continue to improve accommodation models to ensure that people live in safe, secure and appropriate housing. In order to achieve this, we have partnered with the sector to expand the range, availability, quality and flexibility of accommodation options. We are also redeveloping all large residential centres and have strengthened regulation of the boarding house sector.

In response to the need for more effective outcomes for people with dementia, the HACC Capital Strategy delivered the construction of dementia-specific day care centres and upgraded existing facilities.

This provides improved access to and use of day centres, resources and supports by people with dementia. Of the 16 planned centres, 12 new or refurbished centres have been completed to date, with the remaining four to be completed soon.

Recognising the importance of social and community inclusion to a person's health and wellbeing, in collaboration with the Department of Education and Communities, we provided sporting and recreational activities to more than 7,000 people with disabilities of all levels. Training and education was also provided to more than 1,500 volunteers to improve opportunities for people with a disability to participate in sport and physical activity.

In January 2011, the new person centred Lifestyle Planning Policy and Practice Guide was rolled out in ADHC-operated accommodation support services. It incorporates person centred approaches to planning services, and measures quality based upon the achievement of goals. The implementation of the policy includes training and workshops across the state.

The new Community Living Award was also implemented in the Accommodation and Respite business area to improve the coordination of an individual's services and staff support at a local level.

## IMPROVED SECTOR PARTNERSHIPS

ADHC is working in partnership with community care and disability service providers to ensure that the service system is integrated and sustainable, and that it has the capacity to deliver improved flexible services which respond to a broader range of individual choices.

We are working to support development of the governance and management capacity of NGOs by reducing bureaucracy through the reduction of red tape. Red tape reforms are improving business practice by reducing administrative burdens, increasing service appropriateness, efficiency and responsiveness, and enhancing coordination and cooperation. Some of these reforms include:

- a new Sector Planning Framework to be implemented over two years to enable us to implement a planning approach that will devolve decision-making to local communities and place people with a disability at the centre of the planning process
- the *Youth and Community Services Regulation 2010* ensures that staff of licensed residential centres (LRCs)<sup>1</sup> are trained in first aid, and that these premises have safe medication practices
- the implementation of the Funding Management System, which provides an integrated and streamlined solution to funding management and regulation, and improves information to the NGO service providers

<sup>1</sup> An LRC is a private business enterprise, licensed by ADHC under the YACS Act to operate as a residential centre that accommodates two or more people with a disability, who also require supervision and support.



# Results and services

## CONTINUED

- the development of a governance structure, under the Industry Development Fund, to direct expenditure of funds to initiatives that will build the capacity and capability of the disability service system.

Other red tape reduction strategies include a new acquittals process, which reduces the information required in tender and purchasing processes, and standard insurance, financial returns and audit requirements.

The National Quality Reporting Framework for HACC services increases consistency in quality reporting across the sector and reduces complexity and duplication for those service providers receiving funding from more than one community care program. In March 2011, common standards were introduced to simplify and streamline reporting requirements on service providers that receive funding for community care programs from both state and Commonwealth governments. The common standards replace the National HACC Standards.

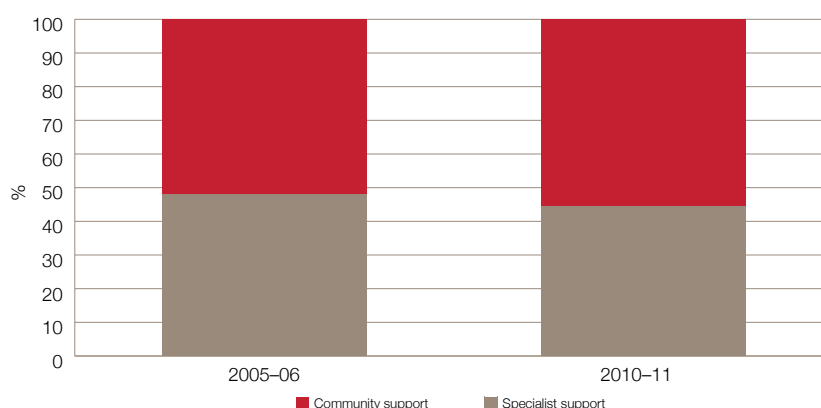
## COMMUNITY SUPPORT

The majority of older people and people with a disability are cared for at home with the support of their family and friends. The ADHC community support services help older people and people with a disability to continue living at home and participate in their community. These services complement the existing support networks and recognise the importance of the carer and the care-giving relationship.

Community support services are categorised in the following service groups:

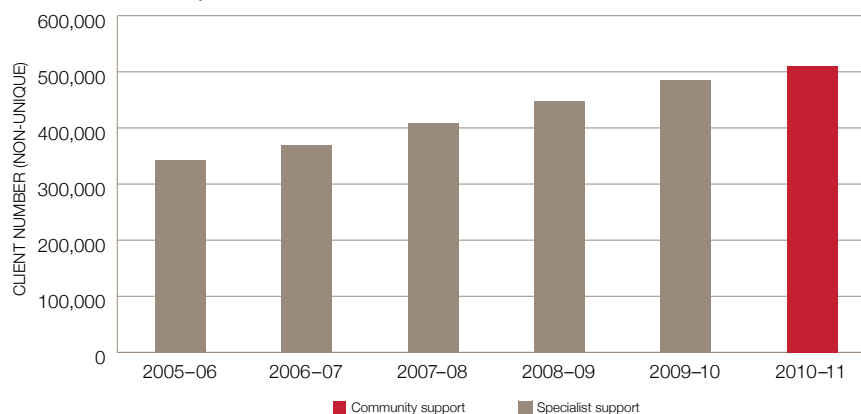
- skill development and day programs
- respite
- personal assistance
- intensive personal care
- therapy and fixed-term intervention
- advocacy, information and linkage
- support for families and children
- support for the well aged.

### Overall expenditure on community support



### Clients receiving community support services

Note: This refers to non-unique client count.  
Data source: Disability Services MDS statistical database.



### Skill development and day programs

- 6,800 people enrolled in ADHC-funded post-school programs including:
  - 3,800 people in Community Participation (CP)
  - 1,800 people in Transition to Work (TTW)
- 8,000\* people participated in ADHC-funded Community Engagement Programs.

We fund day and post-school programs as part of continued supports for people with a disability so that they can pursue their goals and aspirations with greater confidence.

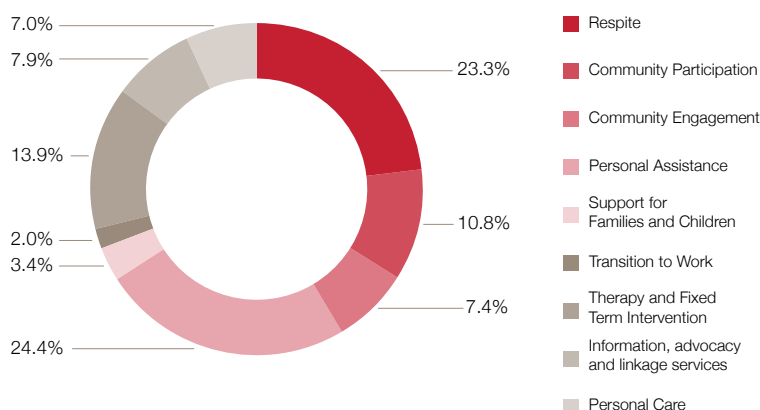
The TTW and CP programs focus on building skills, employment preparation and greater participation in their community. Many of the participants of these programs are able to achieve greater economic independence and social inclusion.

Every year more than half of TTW participants successfully transition to employment, compared with less than five percent prior to 2006.

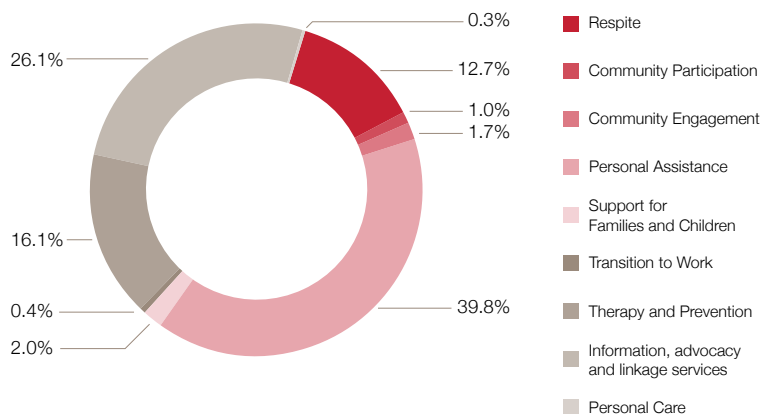
In 2010, the Self Managed Model (SMM) option was incorporated into day and post-school programs. The SMM enables individuals to experience greater flexibility, choice and control over the services they receive.

Evaluation of the SMM began to provide a better understanding of the benefits and challenges of the SMM from both a service user and a service provider perspective, including identifying unique needs and trends of participants. ADHC worked in close partnership with National Disability Services and other stakeholders to develop the project specifications, and we will continue to work together to ensure greater benefits and efficiencies for a client-focused service system.

### Community support service group share of expenditure 2010–11



### Community support service group share of clients 2010–11



Data source: Disability Services MDS statistical database.

\* Adjusted for under reporting

# Results and services

## CONTINUED

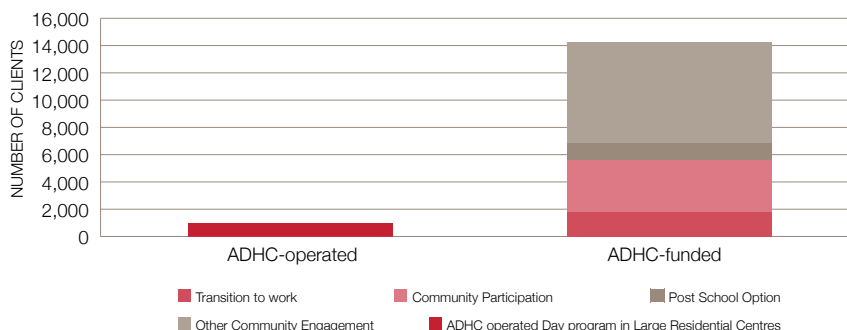
### Respite

In 2010–11:

- 4,100 people accessed respite in 108 ADHC-operated and funded respite centres
- 6,900 people accessed flexible and in-home respite
- 60,000 older people accessed HACC-funded respite services and services with a 'respite effect'.

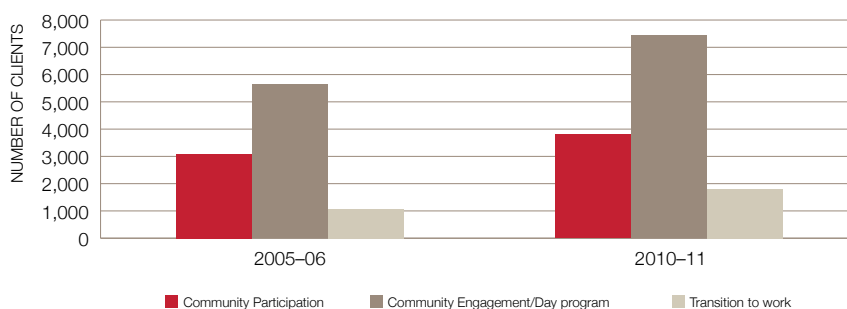
Carers play a vital role in supporting people with a disability and frail older people to continue living in their own homes and communities. Respite services help to support and maintain the primary care-giving relationship by providing time-limited breaks for families and other unpaid carers of children and adults with a disability and older people. Respite also provides a positive experience for people with a disability through social, recreational and developmental opportunities and community connections.

### Skill development and day programs by funding category (2010–11)



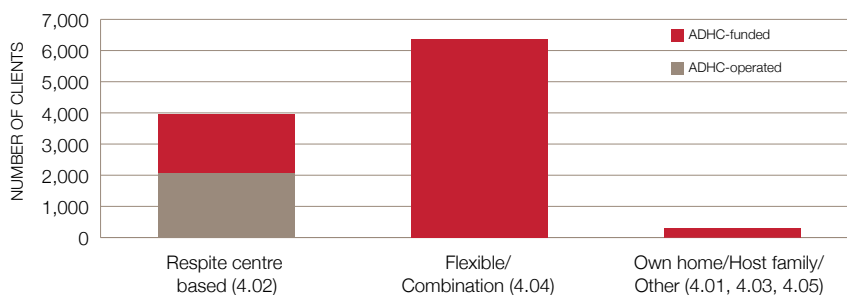
Data source: Disability Services MDS/ADHC Client Information System (CIS) statistical databases.

### Stronger Together growth in skill development and day programs 2005–06 compared to 2010–11



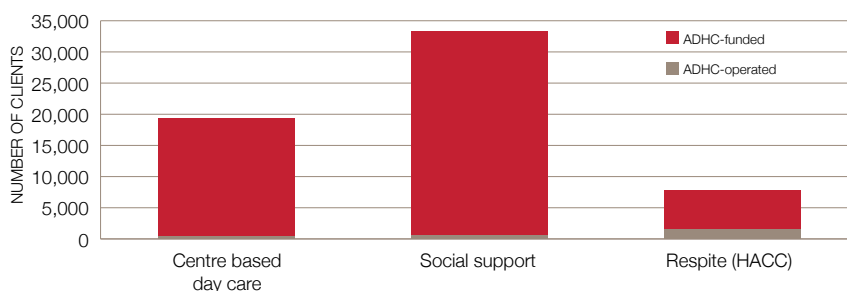
Data source: Disability Services MDS/ADHC Client Information System (CIS) statistical databases.

### Disability clients in respite by sector



Data source: Disability Services MDS/ADHC Client Information System.

### HACC clients in respite by sector



## Carers

The *NSW Carers (Recognition) Act 2010* was introduced in May 2010 to provide legal recognition for carers. In July 2010, lead responsibility for carer policy in NSW was transferred from NSW Health to ADHC. We have lead responsibility for implementation of the Act and are developing an implementation plan to promote and enact the legislation across NSW Government departments.

The Act:

- establishes the NSW Carers Charter to recognise carers' contribution to their community and the person they care for, and to increase the community's awareness of their valuable contribution
- places obligations on the NSW public sector to be aware of the charter (including the development and implementation of human resources policies), and to consult with carer representatives in policy development
- establishes a NSW Carers Advisory Council, chaired by the Minister for Disability Services and Minister for Ageing, to advance the interests of carers and to review and make recommendations to the Minister on issues relating to carers.

NSW human service agencies have additional responsibilities under the legislation to reflect the principles of the charter and to report on compliance with the Act.

Individuals or organisations that make an outstanding contribution to caring for a person in the community were recognised through the introduction of the Local Carer Awards in 2010, a joint initiative of Carers NSW and the NSW Government. One hundred and thirteen Local Carer Awards were given across the state.

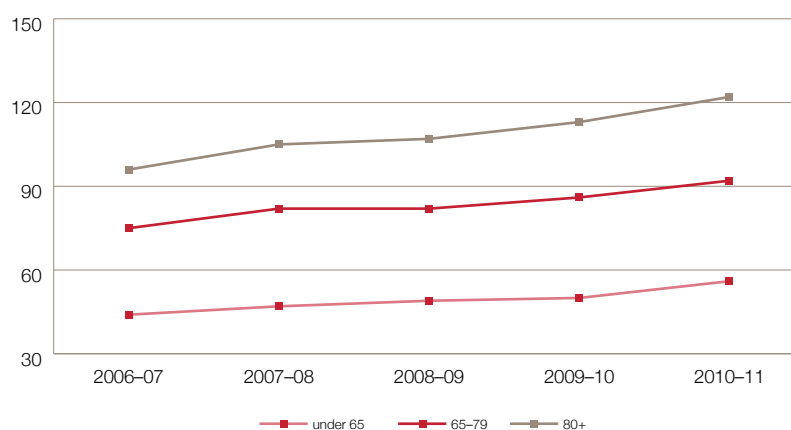
## Personal assistance

Personal assistance services funded through the HACC Program in 2010–11 include:

- 59,000 people accessed 2.1 million domestic assistance service hours
- 15,200 people accessed 1.4 million personal care service hours
- 24,000 people accessed 440,000 home maintenance service hours
- 5,200 people accessed 89,000 food services hours
- 880 people accessed 32,000 home linen services
- 3.5 million meals were provided to 36,000 individuals
- 2.3 million trips were made by 67,000 individuals and carers.

In-home support provides a range of services to help people maintain their health, safety and independence in their home environment. Support is provided to older people, people with a disability, their families and carers in the form of domestic assistance, personal care, social support, home nursing care, meals and community transport. Intensive personal care services (through the Attendant Care Program and the High Need Pool) provide assistance for people who require 15–35 hours of support a week with daily living activities and community participation.

## HACC clients by age group





# Results and services

## CONTINUED

### Intensive Personal Care

Intensive personal care through the Attendant Care Program/High Need Pool:

- 890 places in Attendant Care Program (ACP)
- 530 people in the High Need Pool accessed 553,000 hours of service, as follows:
  - 500 people accessed 58,000 personal care service hours
  - 350 people accessed 473,000 domestic assistance service hours
  - 60 people accessed 21,000 respite care service hours
  - 30 people accessed 440 home maintenance service hours.

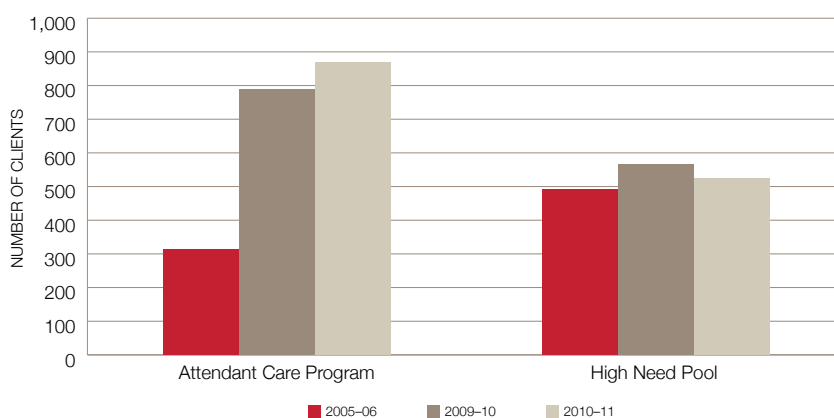
An additional 498 ACP places have been allocated from Stronger Together growth funds and other reform initiatives since 2006. As well as a substantial expansion in the number of places, the program has been improved to provide places for people with a disability who have older carers.

Exploring new approaches to better respond to the needs of people with degenerative conditions and Acquired Brain Injury (ABI) is a priority for Stronger Together. A new guide called the Care and Support Pathways for People with an Acquired Brain Injury – Referral and Service Options in NSW has been developed to increase flexibility and types of service interventions required.

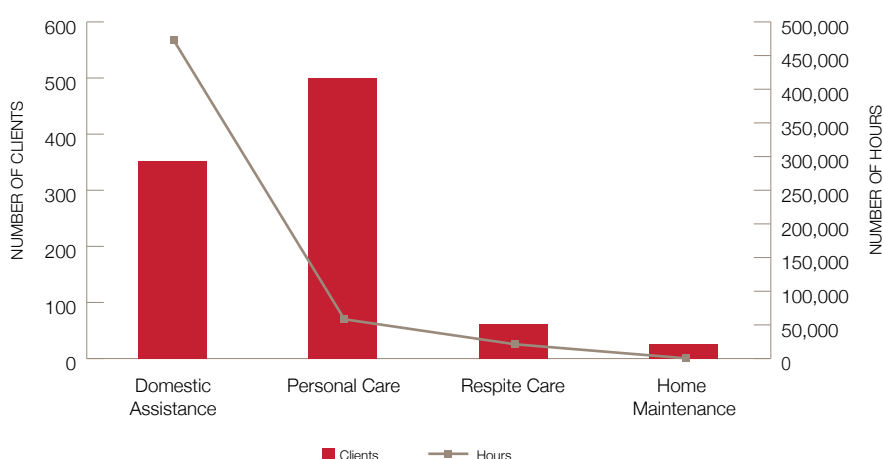
Other initiatives, including a protocol to facilitate early access to the ACP and the development of a time-limited case management and brokerage model, have also been developed to assist people with rapid degenerative neurological conditions to access flexible services in a timely manner.

New case management and brokerage services for people with an ABI, people with muscular dystrophy and people with motor neurone disease were piloted to tailor individual solutions and identify essential elements required to service this target group.

### Stronger Together and HACC growth in intensive personal care services



### High Need Pool clients and hours



## Therapy and fixed-term intervention

In 2010–11:

- 36,300 services were provided to 14,000 individuals by ADHC-operated Community Support teams
- 11,500 people accessed services from 89 NGO therapy providers
- \$28 million worth of HACC home modification services were provided to 15,000 individuals.

Therapy services aim to maintain and improve the abilities of an individual and their opportunities for future independence. In October 2010, a Therapy Services Memorandum of Understanding (MOU) between the Department of Education and Communities, NSW Health and FACS was created outlining the roles and responsibilities of all agencies to coordinate access to therapy services for people with a disability, their families and carers.

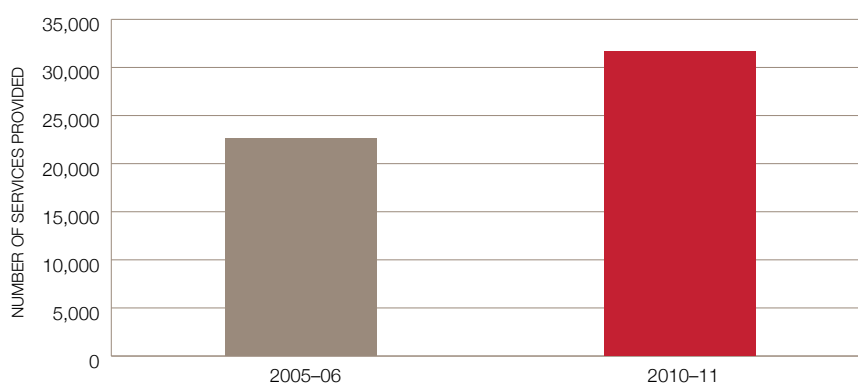
Three projects due for completion next year have been funded to support therapy services:

- an Aboriginal outreach program that engages local community members, trained as community facilitators, to deliver services with a therapist's guidance; this will support and enhance prevention and early intervention approaches and build community capacity
- an early intervention project to assist children with a disability to access technology in preschool
- an adult transition project to improve access to therapy services at critical life stages.

In collaboration with other government agencies and NGOs, we trialled the use of video technology for case conferences in rural and remote areas where distance from service providers posed a challenge for people with a disability, their families and carers.

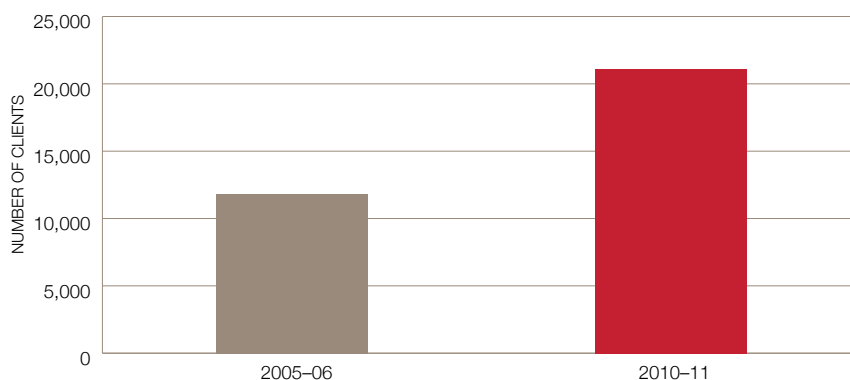
We coordinate the Therapy Taskforce, comprising representatives from NGOs, professional associations and government partners. It has initiated a range of projects to improve sector capacity and innovation through enhanced recruitment, training, professional practice and service delivery.

### ADHC-operated community support teams number of services provided



Data source: ADHC Client Information System

### Stronger Together growth in therapy and fixed term intervention services



Data source: Disability Services MDS

# Results and services

## CONTINUED

### Improving specialist services

Our Office of the Senior Practitioner provides practice leadership for therapy, nursing and behaviour support services, and delivers specialist services and practice improvement for individuals with complex needs and challenging behaviour.

During the year, an MOU was signed between ADHC and NSW Health for the provision of services to people with an intellectual disability and mental illness, representing a significant milestone in interagency collaboration. This MOU enables a more coordinated system of care by ensuring that both parties have a responsibility to manage situations cooperatively, with an emphasis on the provision of preventative services, assessment, treatment and follow-up.

We also developed Dialectical Behaviour Therapy<sup>1</sup> for Women with Borderline Personality Disorder and the First Nursing Model for Individuals with Challenging and Complex Needs under the Community Justice Program (CJP). These are therapeutic models aimed at reducing the risk of anti-social behaviour and facilitating appropriate reintegration into the community.

A range of accommodation options is being developed as part of the CJP. Two projects are being led by Housing NSW, the Intensive Residential Service and an on-site supported living facility. In 2010–11, five properties were purchased to expand the drop-in support model. This

model provides affordable rental housing with drop-in support to people with an intellectual disability exiting a correctional facility.

### Support for families and children

We work to keep families and children with a disability together by providing early intervention services that increase family wellbeing and strengthen family capacity and resilience. These services include early intervention, therapy, respite and intensive family support.

We also play a key role in the protection of children and young people with a disability. In 2010–11, we continued implementation of Keep Them Safe, the NSW Government's five-year action plan in response to the Special Commission of Inquiry into Child Protection Services in NSW. This included providing training to all of our staff that may have direct contact with children and young people and implementing new measures to safeguard the interests of children and young people in voluntary out-of-home care, many of whom have a disability.

In 2010–11:

- 12,000 families accessed early childhood intervention services, including services targeting children with autism
- more than \$3 million were allocated through the Family Assistance Fund
- 1,500 families accessed funding through the Family Assistance Fund.

As part of Stronger Together, we have invested more than \$21.9 million to support children and young people with autism and their families through targeted service projects and activities including:

- \$3.2 million in 2011 to establish an autism-specific childcare centre in Western Sydney and \$1.2 million to operate the centre and outreach service in subsequent years
- \$6 million over four years for the Helping Troubled Kids Initiative to support young people with autism and challenging behaviour at risk of suspension from school
- \$6.5 million to Autism Spectrum Australia (Aspect) for early childhood intervention services, provision of support networks for young people and their families, provision of a diagnostic service in regional and rural NSW, establishing an early detection and screening service in the Macarthur, Albury and Wagga Wagga areas
- \$142,500 to sponsor conferences and workshops
- \$4.8 million over four years for an early childhood intervention package, supporting families and staff in a range of preschool settings.

<sup>1</sup> Dialectical Behaviour Therapy is a form of psychological therapy which was developed for the treatment of Borderline Personality Disorder (BPD), particularly those individuals with self harm and/or suicidal urges.

## Advocacy information and linkage

In 2010–11:

- 21,000 people accessed counselling, support and advocacy services under the HACC Program
- 32,000 people accessed client care coordination services
- 13,300 people accessed case management
- 100,000 people accessed assessment services
- \$93 million in total funds were spent.

Advocacy, information and linkage services play an important role in helping people with a disability and older people to make informed choices whilst improving the communication between themselves and other members of the community.

In 2010–11, we introduced the Disability Advocacy and Information Guidelines across NSW to provide greater clarity in the delivery of advocacy services for individuals and groups of people with a disability, their families and carers. The guidelines provide advice on services and clarify the aims and objectives of information and advocacy services across NSW so that people with a disability, their families and carers have a clear understanding of what they can expect from these services.

## SPECIALIST SUPPORT

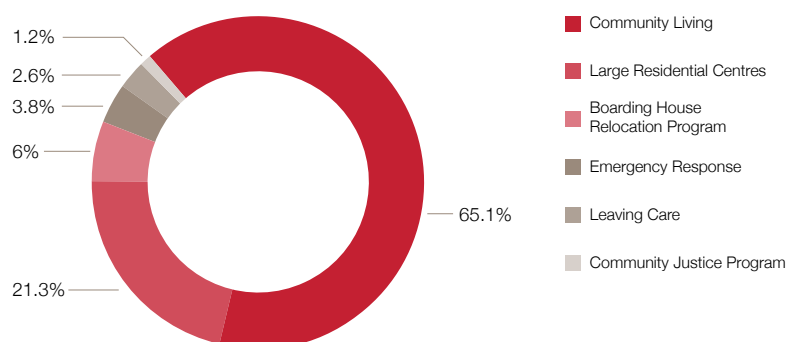
Specialist support services are designed to help people with a disability who may need additional support due to the complex or medical nature of assistance required.

Services include supported accommodation located in community settings and community living. Supported accommodation includes 24-hour support and drop-in arrangements, while community living services support people living in the community or with their families. We also fund and operate a small number of large residential centres involving 24-hour support for groups of 20 or more people.

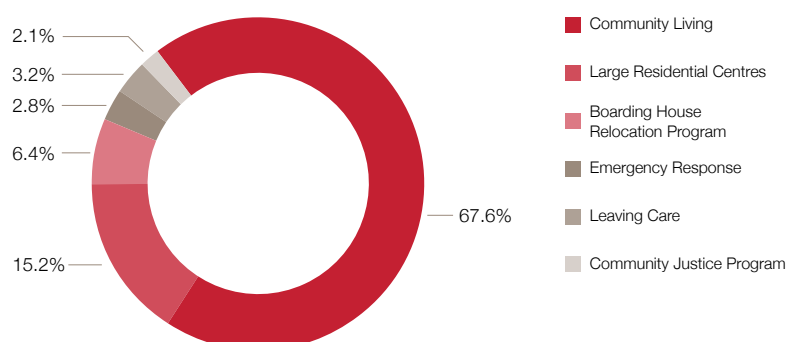
Under Stronger Together 1, more than 1,000 people have moved into permanent specialist community living places. We are committed to investing in service model development and research initiatives to best guide our service expansion.

Under Stronger Together, an innovative accommodation framework is being implemented which will expand accommodation types and support models. By increasing the range and type of accommodation models, we are supporting increased accessibility, flexibility and choice. The new models will also enable individual support needs to be better matched with service types.

### Specialist support service groups share of expenditure 2010–11



### Specialist support service groups share of clients 2010–11





# Results and services

## CONTINUED

### Community living

An estimated 7,800 people accessed community living support in 2010–11 from government-provided and funded organisations at a total cost of \$733 million. These services include supported accommodation in community settings.

In 2010–11 there were:

- 1,700 people living in 345 ADHC-operated community living arrangements
- 6,100 people living in more than 1,100\* ADHC-funded community living arrangements.

The Lifestyle Planning Policy and Practice Guide was rolled out in ADHC-operated accommodation support services. It incorporates person centred practices in planning services, and measures quality based upon the achievement of goals. The implementation of the policy includes training in person centred thinking, as well as statewide and regional learning workshops.

Thirty-two young people relocated from residential aged care into more appropriate accommodation as part of the Younger People in Residential Aged Care (YPIRAC) Program. Eight of these people have been helped to relocate to other forms of accommodation not funded by ADHC, including two service users who have transferred to South Australia and Queensland to be closer to family and friends. In addition, more than 40 people are currently transitioning out of an aged care facility.

Construction is underway to provide 35 custom-built homes under the YPIRAC Program. Also under YPIRAC, 210 people were referred for aids and equipment, and eight people received home modifications supporting them to remain in the family home.

A \$6 million capital allocation has been made to the Boarding House Relocation Program to provide alternative accommodation for residents of licensed residential centres. Services provided under this program focus on quality, flexibility, appropriateness and convenience in locality to best meet the needs of individuals.

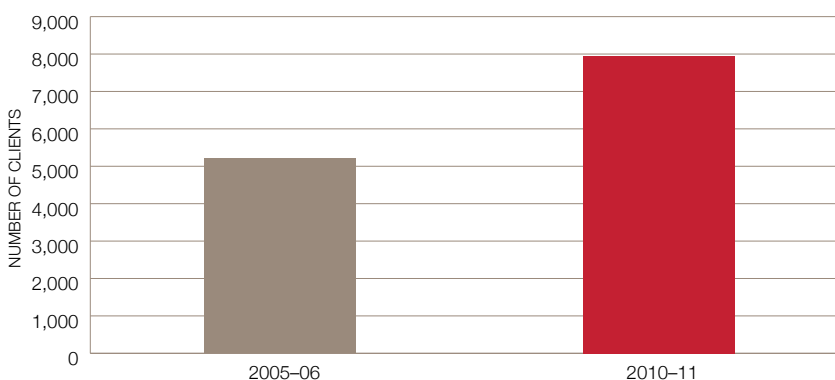
Pilot programs providing drop-in support services to culturally and linguistically diverse (CALD) and Aboriginal communities were conducted. So far, 29 people have received a drop-in service from the pilot programs, with a further eight identified for assessment and possible placement. An independent

evaluation of the CALD drop-in support program has found it to be overwhelmingly positive in increasing an individual's independence and participation in the community.

An additional 113 clients accessed drop-in support services assisting them to live in closer contact with the community and enabling them to achieve independence with appropriate support. Forty-six of these people came from group homes.

A new Community Living Award and associated staffing and management structure for ADHC-operated accommodation and respite centres was agreed, in consultation with the Public Service Association, and implemented in October 2010. The new structure aims to improve the quality of support for people accessing our services. A review of the structure is underway to ensure that the objectives of the changes have been met.

### Stronger Together growth in community living



\* Non-unique count.

## Emergency response

In 2010–11:

- 369 clients accessed emergency response services
- \$33.4 million were allocated for emergency response services
- 169 clients entered and 150 exited the program
- Emergency response services had 132 clients as at 30 June 2011.

Emergency response services are designed to provide short-term support to people with a disability who are homeless or at risk of being homeless. Under Stronger Together, we are able to support more people with a disability, their families and carers in a wider variety of circumstances, which has led to reduced reliance on emergency response funding and fewer relinquishments and long-term occupancy of respite beds.

To provide more targeted and sustainable services for people receiving emergency response funding, a pilot Emergency Response Transition Unit Pilot has 64 places across the state, and provides intensive accommodation support services over a short period, to assist people to transition to sustainable long-term accommodation.

## Large residential centres

We retain a number of large residential centres which provide supported accommodation and other services for people with a moderate to severe disability in settings of 20 residents and more. The non-government sector also operates a number of large residential centres, and some small residential centres, which provide supported accommodation for people with a disability in settings of seven to 20 residents. Currently, large residential centres accommodate 1,500 people. In 2010–11, over \$5.2 million was spent on redevelopment.

As part of Stronger Together 2, \$255.4 million is committed in capital and recurrent funding to redevelop all remaining residential centres operated by ADHC and the non-government sector.

Progress made towards providing new accommodation for all residents of large residential centres under Stronger Together includes:

- Peat Island Centre closed in November 2010, following the relocation of residents to the Fig Close Group Homes at Wadalba and the specialist aged care village, Casuarina Grove, at Hamlyn Terrace
- St Michael's Hostel, an NGO service in Bathurst, was redeveloped, and new onsite accommodation opened in November 2010
- the Lachlan Centre in North Ryde was replaced by the Norton Road Specialist Supported Living Homes in December 2010
- Ferguson Lodge, an NGO service, is funded for an on-site redevelopment, with new accommodation due to be completed later this year
- planning for the redevelopment of the Riverside Centre in Orange began, with residents expected to relocate to their new homes in 2013.

*\$33.4 million*  
*allocated for emergency response services*

# Results and services

## CONTINUED

### HOME CARE

In 2010–11:

- 49,200 clients accessed 1.82 million domestic assistance service hours
- 11,000 clients accessed 1.60 million personal care service hours
- 2,500 clients accessed 311,000 respite care service hours.

Home Care is the largest provider of Home and Community Care (HACC) services in NSW, employing more than 4,500 staff and providing over 3.9 million service hours to 52,000 clients. Home Care has 43 branches delivering services to people across the state, including eight Aboriginal Home Care branches. The majority of services provided by Home Care fall within three categories – domestic assistance, personal care and respite care.

The Referral and Assessment Centre received 67,280 inquiries and 24,741 referrals this year, averaging 267 inquiries and 99 referrals each day.

Home Care is also funded to provide services for a range of other programs including Veterans' Home Care, Attendant Care and Community Aged Care Packages.

This year Home Care made further progress on its program of reform. The Care Worker Award continued to deliver key efficiencies including:

- improved allocation of work to field staff to reduce field costs and improve service quality

- reduced care worker turnover and desired levels of work for staff
- increased the number of dedicated relief care worker positions, providing better contingency planning and improved service quality and support.

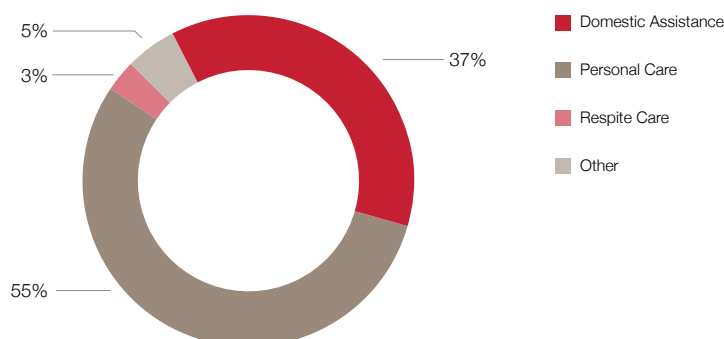
As part of our move towards person centred approaches, Home Care finalised preparations this year to undertake two projects to provide individuals with greater choice and control over their service delivery. One project will be carried out in northern NSW for people

with low support needs, and the other will be carried out in a number of metropolitan and rural locations for people with high support needs.

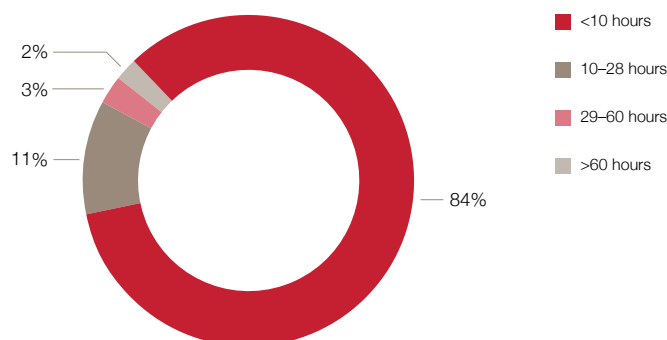
A review of personal care services began to better define the boundary between tasks that can be delivered by care workers and those that are required to be provided by a nurse.

Home Care continues to identify requirements for a learning and development system capable of ensuring the currency of the staff skill base and reflecting the needs of the community within a person centred service delivery model.

### Number of Home Care service visits 2010–11



### Percentage of clients by monthly service hours in 2010–11



Data source: Home Care Service of NSW

## ABORIGINAL SERVICE DEVELOPMENT

We are committed to making access to disability services more equitable and improving outcomes for Aboriginal people. Progress to improve Aboriginal service delivery in 2010–11 included the launch of the Aboriginal Policy Statement, which provides the foundation to strengthen services for older Aboriginal people, Aboriginal people with a disability, their families and carers. The statement builds on our previous Aboriginal policy initiatives and is aligned with the recommendations of the NSW Ombudsman's review on improving service delivery to Aboriginal people with a disability, which was released in September 2010.

An Aboriginal Advisory Committee has been established to inform a strategic and coordinated approach to culturally inclusive service delivery. The committee brings together our Chief Executive, the three Deputy Directors General and up to 10 Aboriginal community members.

The Aboriginal Service Delivery Model was implemented this year to improve access to disability services. The first trial was conducted in the Southern region. The model is a flexible targeted service to support the needs identified by an Aboriginal person with a disability and their family, ensuring that informal supports are improved and sustained in the future. This model is designed to respond to the issues that Aboriginal communities have told us about in consultations and reports.

These initiatives will enable us to better deliver services in a way that is more accessible, flexible and tailored to meet the needs of Aboriginal families and communities.

The growth and expansion of Aboriginal Home Care, including establishing the Aboriginal Access and Assessment Team, has seen client numbers increase by over 50 percent in the last five years. In 2010–11, the Aboriginal Access and Assessment Team conducted more than 950 new assessments to assist people into services. The team also conducted more than 250 re-assessments to ensure that services continued to meet clients' changing needs.

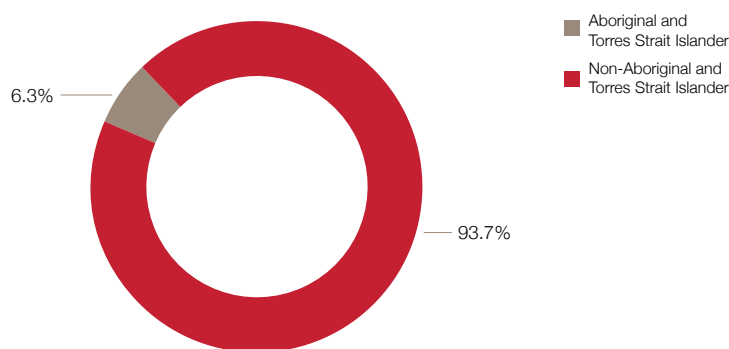
In June 2011, we achieved more than six percent Aboriginal representation across our workforce through the Aboriginal Employment Strategy, Let's See It Through. The strategy commits ADHC to achieving 10 percent Aboriginal employment by 2015 and establishing ADHC as an employer of choice for Aboriginal people. During 2010–11, over 130 Aboriginal trainees were employed as part of the strategy, including

19 Assistants in Nursing and 39 Disability Support Workers. Each received 12 months paid employment, on-the-job training and formal studies in disability, aged care and health support services.

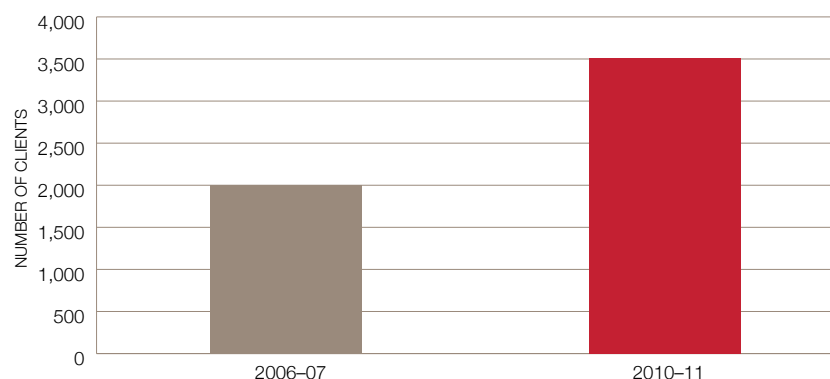
## SERVICES FOR CULTURALLY AND LINGUISTICALLY DIVERSE COMMUNITIES

We recognise the value of cultural diversity and aim to deliver programs and services that are responsive and respectful. Valuing and Managing Diversity: A Strategic Framework for Cultural Diversity 2010–13 was launched last year and sets out our priorities for improving service access to people from culturally and linguistically diverse (CALD) backgrounds. Further details can be found in the appendices of this report.

**Breakdown of HACC Home Care clients by Aboriginal status 2010–11**



**Aboriginal Home Care clients**





# Results and services

## CONTINUED

### SUPPORT FOR WELL AGED

By 2025, there will be more people aged 65 years and older than people under 15 years for the first time in NSW history. People aged 85 years and older are also projected to increase as a proportion of the NSW population from approximately 1.3 percent in 2024 to 3.9 percent in 2036<sup>1</sup>.

ADHC is helping older people access a range of services and programs that will enable them to remain healthy, independent and connected to their communities. Through the Office for Ageing (OFA), we provide strategic advice to the NSW Government on the implications of population ageing. The NSW whole-of-government ageing strategy aims to put in place key initiatives to manage this demographic change.

The OFA provides strategic advice and secretariat support to the NSW Ministerial Advisory Council on Ageing. The council provides advice on matters to meet the needs and interests of older people and to improve their wellbeing. It also aims to maximise opportunities for the ageing population in NSW.

In September 2010 the council published a report – Employment and Retention Strategies for Older Workers. It also undertook research on social inclusion and older people, which found that all older people are at risk of social exclusion and that there are many forms of disadvantage and multiple drivers of social exclusion of older people. To further support this research, a series of community consultations were held in Auburn, Broken Hill and Liverpool Plains in January and

February 2011. The consultations and findings will be published in a report for the Minister for Ageing, and will help us to develop appropriate policies, practices and services for older people.

In 2010–11 the Ageing Grants Program awarded \$300,000 in one-off grants to 51 local government and not-for-profit organisations to implement positive ageing projects across NSW.

We worked closely with the Department of Premier and Cabinet, the Local Government and Shires Associations, peak bodies and local councils to develop resources and a web page to help local councils plan for the implications of population ageing.

We are working closely with NSW Health and Alzheimer's Australia to implement the NSW Dementia Services Framework 2010–15. The framework unites health, community and residential services in the planning and development of dementia services and programs. It reviews service needs and recommends service pathways for providing dementia care and support, from

awareness through to diagnosis, assessment, community, hospital and residential care.

As part of the Dementia Learning Resource for Aboriginal Communities, we worked in partnership with the NSW Aboriginal Health College and the Aboriginal Health and Medical Research Council to develop and revise competency-based training in dementia care for Aboriginal people. To date, four training sessions have been held throughout the state, with further sessions planned during the year.

We also worked with the University of Western Sydney to develop a website that will assist people to plan for later life. The website, jointly funded by us and the NSW Trustee and Guardian, is scheduled to be launched in late 2011.

# \$300,000

*awarded in one-off grants to 51 local government and not-for-profit organisations to implement positive ageing projects across NSW*

<sup>1</sup> NSW Department of Planning, NSW Statistical Local Area population projections, 2006–2036.

# Regions

## REGIONS

Having a local presence within local communities is essential in meeting client, family and carer needs. Services to the community are delivered across six regions: Metro North, Metro South, Hunter, Northern, Southern and Western.

### Our regions – comparative population, geographical area, staffing

REGION	AREA (KM <sup>2</sup> )	TOTAL POPULATION <sup>1</sup>	POPULATION AGED 65+ <sup>1</sup>	CALD POPULATION <sup>1</sup>	ABORIGINAL POPULATION <sup>1</sup>	ESTIMATED NUMBER OF PEOPLE WITH A DISABILITY <sup>2</sup>	TOTAL STAFF <sup>5</sup>
<b>Metro North</b>	6,288	1,807,144	211,764	405,798	17,895	259,008	3,300
			11.7%	24% <sup>4</sup>	1.0% <sup>4</sup>	14.3%	
<b>Metro South</b>	6,861	2,056,357	247,493	567,212	19,694	314,365	2,400
			12.0%	30.4% <sup>4</sup>	1.0% <sup>4</sup>	15.3%	
<b>Hunter</b>	26,302	849,638	138,103	37,814	20,623	154,948	2,500
			16.3%	4.7% <sup>4</sup>	2.5% <sup>4</sup>	18.2%	
<b>Northern</b>	140,353	713,619	132,110	22,955	34,147	142,581	1,500
			18.5%	3.4% <sup>4</sup>	5.0% <sup>4</sup>	20.0%	
<b>Southern</b>	59,116	549,897	89,578	47,223	13,105	98,878	1,300
			16.3%	9.2% <sup>4</sup>	2.5% <sup>4</sup>	18.0%	
<b>Western</b>	564,243	562,344	85,925	18,568	32,623	98,339	1,700
			15.3%	3.5% <sup>4</sup>	6.1% <sup>4</sup>	17.5%	
<b>NSW</b>	803,163	6,538,999 <sup>3</sup>	904,973	1,099,568	138,087	1,068,173	12,700
			13.8%	18.1% <sup>4</sup>	2.2% <sup>4</sup>	16.3%	

#### Notes:

1 Total population, population aged 65+, CALD and Aboriginal population are based on ABS Census 2006 data pack release 2.1.

2 The number of people with a disability is based on ABS Small Area Estimates of People with a Disability 2003.

3 The NSW total excludes those people without a usual address.

4 The percentages calculated for both CALD and Aboriginal populations exclude 'not stated' records from total population.

5 Total staff data source: ADHC Workforce Profile.

#### Regional achievements include:

- employed person centred approaches in service planning and delivery
- expanded types and numbers of services available and tailored them to individual support needs
- strengthened the workforce through learning, development and related initiatives
- improved early intervention, therapy and behaviour support functions
- enhanced quality assurance systems in accommodation services to ensure best practice in responding to the needs of individuals
- individual and community support during the redevelopment of large residential centres
- development of action plans to improve access for culturally and linguistically diverse people
- improved access to services and participation in the workforce for Aboriginal communities through implementation of improved strategic frameworks
- implemented new Community Living Award in the Accommodation and Respite business areas to improve the coordination of individual services and staff support at a local level
- improved business planning and governance through the implementation of red tape reduction strategies.

### METRO NORTH

Metro North region is very diverse in terms of demography, culture, language, urban density and economic resources. It supports more than 27 percent of the NSW population.

Approximately 14 percent of the Metro North population has a disability and 12 percent are aged 65 years and older. Nearly a quarter of the region's population is from a CALD background and one percent are from an Aboriginal or Torres Strait Islander background. However, it is important to note that cultural and population trends within the region may vary.

Stronger Together investment (\$218.8 million service expansion from 2006–11) in disability services enabled further developments to the disability service system to cater for the region's growing and varied needs for disability services.

Achievements include:

- established a dementia monitoring service and a new carer support service in the Nepean
- established a new dementia café service in the Nepean Local Planning Area (LPA) and provided continuing funding to the dementia café pilot project in the Cumberland Prospect LPA
- built eight houses and villas for supported accommodation and funded 16 new supported accommodation places for people with a disability
- funded 18 new support options including drop-in support and care with an 'alternate family' for young people accessing the Leaving Care Program

- implemented the Enable Me Pilot Project in the Northern Beaches – a community care project to increase capacity so that individuals are able to live as independently as possible
- funded CALD background-specific counseling, information, support and advocacy services in the Nepean and Northern Sydney LPAs
- funded a DVD information project about HACC services for Arabic speaking people and established a pilot online shopping project for frail older people in Auburn
- established home support, community housing and group home placements to support 23 people with a range of disabilities who needed crisis accommodation.

Objectives for 2011–12 include:

- support planning for the redevelopment of the 10 funded non-government large residential centres in the region, for completion by 2018
- play a lead role in two place-based service projects, including the Inclusive Community Project in Auburn and the FACS One Place One Plan Reform Project in Mt Drutt
- support HACC service providers through the 2011–12 transition period, especially the new Aboriginal services established during the past two years
- roll out training for service providers working with people with dementia and a physical disability.

### Metro North ADHC-operated services

SERVICES		CLIENTS
110	Group home	490
0	Large residential centres	380
0	In-home support	10
15	Respite centres	680
30	Community support teams	3,500
349,000	Personal care hours	1,800
222,000	Domestic assistance hours	6,700
36,000	HACC respite hours	280

### Metro North ADHC-funded services

ORGANISATIONS		CLIENTS
10	Large residential centres	370
40	Community living (group homes)	770
40	Community living (other)	600
20	Respite organisations	2,100
40	Community engagement programs	1,700
30	Therapy and Fixed Term intervention including Support for Families and Children	4,200
128,000	Personal care hours	1,600
174,000	Domestic assistance hours	4,900
158,000	HACC respite hours	1,600

## METRO SOUTH

Metro South has a population of more than two million people, 15.3 percent of whom have a disability and 12 percent of whom are aged 65 years and over. The region has the highest proportion (30.4 percent) of its population made up of people from CALD backgrounds and communities. The region plays a lead role in shaping the future direction of our policy and service delivery processes for people from a CALD background.

The region's large, diverse service system is expanding through Stronger Together investment (\$271.7 million service expansion from 2006–11). In response to the region's diverse profile, a significant proportion of this investment and new services target people from CALD backgrounds.

Achievements include:

- implemented 12 new accommodation models including group homes, villas and co-located models offering 62 places of supported accommodation to people with a disability, as well as 29 new drop-in support places under Stronger Together 1
- formed a cross-agency reference group to assist regional delivery of the Young People Leaving Care Program to ensure that young people receive appropriate support
- conducted the Valuing and Managing Diversity: Cultural Diversity Strategic Planning workshop on 20 May 2011, identifying local strategies and activities to build engagement with the region's CALD community; the workshop was attended by 110 participants from across the sector

- four Aboriginal Disability Support Workers (DSW) graduated with a Certificate IV in Disabilities, and a further four Aboriginal DSW trainees were recruited
- conducted a range of clinics to provide support for families and carers in communication and living skills
- held a Chinese Carers Forum for more than 30 Chinese carers of a child with a disability to facilitate improved access to services
- conducted a bi-monthly Korean Carers Support Group for Korean parents and carers caring for a child or adult with a disability to share ideas and receive information about available services.

Objectives for 2011–12 include:

- increase person centred approaches in service planning and delivery
- expand types and numbers of services available and tailor them to individual support needs
- strengthen the workforce through learning, development and related initiatives
- integrate cultural and linguistic diversity into planning, monitoring, reporting and evaluation
- build organisational capabilities to work with a culturally diverse community
- provide culturally and linguistically responsive services and programs.

### Metro South ADHC-operated services

SERVICES		CLIENTS
80	Group home	360
0	Large residential centres	-
0	In-home support	-
10	Respite centres	560
25	Community support teams	3,000
426,000	Personal care hours	3,000
346,000	Domestic assistance hours	11,000
63,000	HACC respite hours	460

### Metro South ADHC-funded services

ORGANISATIONS		CLIENTS
0	Large residential centres	-
30	Community living (group homes)	530
25	Community living (other)	430
30	Respite organisations	1,900
40	Community engagement programs	1,400
30	Therapy and Fixed Term Intervention including Support for Families and Children	3,800
98,000	Personal care hours	1,400
156,000	Domestic assistance hours	4,100
146,000	HACC respite hours	1,200



# Regions

## CONTINUED

### HUNTER

Hunter region has a population of approximately 850,000 people, with 18.2 percent identifying as having a disability and 16.3 percent being 65 years and older.

With a mixture of urban and rural communities, Hunter is home to approximately 25 percent of NSW boarding house residents, as well as 638 people with a disability being accommodated in three large residential centres and one specialist support living facility.

Stronger Together investment in disability services enables further development and expansion of the disability service system across the region. We continue to participate in staff wellbeing initiatives and implement person centred approaches to improve quality and effectiveness of our services.

Achievements include:

- through Stronger Together, 170 new post-school program places were implemented
- an extra 85 respite places were established
- rolled out more than 35 extra therapy places for children and adults with a disability
- established eight new specialist accommodation facilities that deliver 41 places, and developed a new specialist support living facility, Casuarina Grove
- relocated 43 boarding house residents following the closure of Sandalwood Lodge Boarding House
- revised and improved the accommodation vacancy management process in the Hunter to ensure placements are offered with equity, transparency and timeliness
- implemented the 'Transforming Teams' training, with a focus on the leadership required to implement person centred approaches in the region
- implemented the Hunter Region Communication Improvement Project to improve the timeliness and quality of individual outcomes
- established an early intervention focus group to enhance service delivery to children aged 0–6 years
- delivered a regional Women's Leadership Program comprising two to 15 staff.

Objectives for 2011–12 include:

- address increased service demand by developing innovative approaches to training and workforce planning
- work effectively with people with complex and challenging behaviours by working collaboratively across all business streams and the non-government sector
- implement red tape reduction initiatives through improved regional planning and resourcing.

#### Hunter ADHC-operated services

SERVICES		CLIENTS
50	Group home	250
0	Large residential centres	600
0	In-home support	40
10	Respite centres	290
10	Community support teams	2,100
176,000	Personal care hours	1,100
191,000	Domestic assistance hours	5,300
20,000	HACC respite hours	160

#### Hunter ADHC-funded services

ORGANISATIONS		CLIENTS
0	Large residential centres	40
20	Community living (group homes)	380
30	Community living (other)	490
20	Respite organisations	930
30	Community engagement programs	1,000
20	Therapy and Fixed Term Intervention including Support for Families and Children	2,100
78,000	Personal care hours	1,200
130,000	Domestic assistance hours	4,000
141,000	HACC respite hours	1,200

## NORTHERN

In Northern region, 20 percent of the population are people with a disability, approximately 18.5 percent are aged 65 years and over and five percent are of Aboriginal background. A small proportion of the population is from CALD backgrounds (3.4 percent).

Stronger Together investment has meant significant growth of the disability service system in the region.

Achievements include:

- purchased 102 additional accommodation support places, including 33 places for the Young People Leaving Care Program, 10 for the Young People in Residential Aged Care Program, and 14 Community Justice Program places; 28 of these additional places were new individual accommodation support packages which provided greater flexibility to the region in meeting the needs of individuals
- provided 22 new capital projects, including additional villa accommodation settings established in Ballina, Grafton and Kempsey, and co-located group home models in Port Macquarie and Tamworth
- purchased 34 additional day programs with priority for individuals entering specialist accommodation support
- established an Aboriginal women's co-located accommodation high support model in Kempsey and funded a complex health accommodation model to support younger people to leave residential aged care in Armidale
- allocated additional HACC non-recurrent funds to an organisation in each local planning area to provide training in person centred approaches
- expanded clinical and specialist support staff positions across the region, including: five new behavioural support positions; four new Northern Regional Behaviour Intervention team positions; clinical nurse consultants and registered nurse positions; a dietician position; and three Aboriginal cadetships in psychology, occupational therapy and speech pathology
- implemented the Northern Aboriginal Communication Web in targeted locations throughout the region to provide local communities with increased consultation and assistance
- integrated the Funding Management System to ensure greater funding accountability in the region.

Objectives for 2011–12 include:

- maintain and increase numbers of accredited trainers in person centred thinking across the region
- increase the knowledge and skills of staff in collaboration and engagement strategies
- work collaboratively with organisations to develop communities of practice in the area of person centred approaches and flexibility in support
- work with the disability sector to develop and implement project plans for the implementation of the enabling approach.

### Northern ADHC-operated services

SERVICES		CLIENTS
30	Group home	140
0	Large residential centres	-
0	In-home support	30
0	Respite centres	230
10	Community support teams	2,300
210,000	Personal care hours	1,600
338,000	Domestic assistance hours	7,900
35,000	HACC respite hours	300

### Northern ADHC-funded services

ORGANISATIONS		CLIENTS
0	Large residential centres	30
20	Community living (group homes)	290
50	Community living (other)	380
30	Respite organisations	1,300
40	Community engagement programs	800
20	Therapy and Fixed Term Intervention including Support for Families and Children	760
32,000	Personal care hours	1,100
56,000	Domestic assistance hours	2,200
117,000	HACC respite hours	1,000

# Regions

CONTINUED

## SOUTHERN

Southern region has eight percent of the NSW population and is as diverse culturally as it is geographically.

The region has slightly higher proportions of people with a disability (18 percent), older people (16.3 percent) and Aboriginal people (2.5 percent) than the NSW averages, and a smaller proportion of people from CALD backgrounds (9.2 percent).

Southern region's diverse disability service system is undergoing expansion (\$103.4 million service expansion over 2006–11 through Stronger Together).

Achievements include:

- more than 80 extra therapy places for children and adults with a disability were rolled out in 2010–11
- an extra 150 new post-school program places were introduced
- over 50 extra respite places established in 2010–11
- achieved a substantial reduction in wait times for therapy services in the Illawarra
- invested more than \$3.4 million (recurrent) in expansion of specialist disability services under the Leaving Care Program, the Community Justice Program and other specialist support
- recruited five Aboriginal trainees for the Disability Support Worker (DSW) Program
- 11 graduates of the DSW Trainee Program participated in and gained Certificate III Disability Support Work
- the Regional Aboriginal Advisory Group provided a mechanism for networking, problem solving, information

sharing and planning to resolve issues of access to service delivery

- piloted and evaluated accredited peer training in accommodation and respite for roll out in 2011–12
- implemented the Person Centred Supervision Tool, enabling community support teams to better support people with a disability to increase their independence and participation as valued, active members of the community
- implemented a Case Management Quality Improvement Framework to guide allocation of support resources based on the complexity of need

- developed the Aboriginal Cultural Respect Guide to better implement culturally respectful engagement practices with Aboriginal service users, communities and practitioners.

Objectives for 2011–12 include:

- provide suitable accommodation options and develop service systems for people with a disability who are ageing
- develop and implement strategies to further improve access and equity to respite services
- introduce place-based planning to identify and address the disability sector's needs and priorities in the region, ensuring that the community is at the centre of these decision-making processes.

### Southern ADHC-operated services

SERVICES		CLIENTS
40	Group home	220
-	Large residential centres	-
-	In-home support	10
5	Respite centres	160
10	Community support teams	1,500
115,000	Personal care hours	820
178,000	Domestic assistance hours	4,600
23,000	HACC respite hours	140

### Southern ADHC-funded services

ORGANISATIONS		CLIENTS
-	Large residential centres	-
20	Community living (group homes)	230
20	Community living (other)	220
20	Respite organisations	1,000
20	Community engagement programs	760
10	Therapy and Fixed Term Intervention including Support for Families and Children	920
46,000	Personal care hours	620
45,000	Domestic assistance hours	1,400
98,000	HACC respite hours	770

## WESTERN

Western region covers almost three quarters of NSW geographically but has only nine percent of the state's population.

The region has close to average proportions of people with a disability (17.5 percent) and older people (15.3 percent), the largest proportion of Aboriginal people in the state (6.1 percent) and a relatively small number of people from CALD backgrounds (3.5 percent).

Achievements include:

- provided more than 50 extra therapy places for children and adults with a disability through Stronger Together
- delivered more than 110 new post-school program places in 2010–11
- provided targeted behaviour support training to non-government sector workers to help them better manage individuals with challenging behaviour, and developed a fact sheet and guidelines for challenging behaviour services
- worked with Community Transport to increase access for our service users in isolated areas to allow them to attend medical and health services and community supports, as well as increasing the number of wheelchair accessible vehicles

- began a four-year joint research project with the University of Sydney to identify barriers and ways to improve the availability of therapy services within the region
- enhanced employment opportunities for Aboriginal people seeking a career in the public sector through a range of traineeships and cadetships.

Objectives for 2011–12 include:

- develop a capacity-building framework for direct and funded services to enhance service delivery within the Community Justice Program
- develop and implement an Aboriginal Cultural Inclusion Strategy to make services more culturally appropriate for Aboriginal communities
- review the region's vacancy management and emergency response procedures
- ensure our client information systems provide accurate and comprehensive data to better inform future service planning.

### Western ADHC-operated services

SERVICES		CLIENTS
30	Group home	150
-	Large residential centres	60
-	In-home support	-
-	Respite centres	160
10	Community support teams	1,800
166,000	Personal care hours	1,500
300,000	Domestic assistance hours	7,400
15,000	HACC respite hours	180

### Western ADHC-funded services

ORGANISATIONS		CLIENTS
-	Large residential centres	-
20	Community living (group homes)	350
20	Community living (other)	200
30	Respite organisations	960
40	Community engagement programs	560
10	Therapy and Fixed Term Intervention including Support for Families and Children	770
6,200	Personal care hours	200
10,000	Domestic assistance hours	420
54,000	HACC respite hours	580

# Supporting our services

## KEY DATA

ADHC employs more than 13,600 staff with over 10,800 working in direct client services.

In 2010–11:

- our staff were supported by more than 41,560 training attendances
- we created 27 new specialist behaviour support positions to enhance the Regional Behaviour Intervention teams
- there were almost one million members in the Seniors Card Program, with an average of 5,000 new members each month
- we endorsed 19 internal audits and performance reviews by the Audit and Risk Committee
- we completed the data linkage project linking HACC's Minimum Data Set (MDS) and 45 and Up data
- we had 73 research and evaluation projects, active or planned, including 43 research projects and 26 evaluation projects.

We are a large, complex organisation whose operations are devolved across the state. Our corporate governance approach supports executive decision-making and the management of our strategic goals and operational objectives. This year we continued to implement arrangements to ensure that advice, decision-making and implementation oversight reflects a cross-section of the views and responsibilities within ADHC. We continued to strengthen governance with a structured approach through:

- a divisional executive team to oversee committees, set directions and maintain a performance overview

- an Operational Performance Committee
- a Change Management Group
- standing committees.

The Chief Executive is responsible for overseeing our governance activities.

## AUDIT AND RISK COMMITTEE OUTCOMES

The Audit and Risk Committee provides independent assessment of the risks facing the organisation and the appropriateness of its controls and mitigation strategies. It supports the Chief Executive in performing his duties in relation to our systems of internal control, risk management, internal and external audit functions and compliance with legislation.

During the past year, the committee monitored our implementation of the Internal Audit and Risk Management Policy for the NSW Public Sector. The committee met seven times in 2010–11 and endorsed the following 19 internal audits and performance reviews:

- accounts payable
- asset management
- business continuity management policy and plan
- children's legislation
- crisis management plan
- events and communication management usability assessment
- fleet management
- funding management system change management and training
- funding management system cutover readiness
- funding management system parallel run

- fraud and corruption prevention policy and plan
- John Williams Memorial Charitable Trust
- operational policy governance
- pandemic management plan
- privacy audit
- review of Businesslink/ADHC Interface Phase 2
- risk management policy, procedures and reporting framework
- shared services fees
- support service governance plan.

## EVENTS AND COMMUNICATION MANAGEMENT

Our Events and Communication Management team supports the division through communications, including the coordination of seven websites, an intranet and internal and external stakeholder communications including an e-newsletter.

Each year we have several event programs, public awareness campaigns and Ministerial and other events. Event highlights for 2010–11 included International Day of People with a Disability, the Premier's Christmas Gala Concert, NSW Seniors Week and the Stronger Together 2 community consultations.

The NSW Seniors Card is a statewide program which assists in encouraging retired and semi-retired seniors to enjoy an active and healthy lifestyle after finishing full-time employment. The card entitles members to NSW Government-funded travel concessions, discounts and special offers provided by more than 2,000 participating businesses across the state.



The Companion Card Program is a not-for-profit statewide program for people with a disability who require attendant care support and are otherwise required to pay two admission or booking fees, one for themselves and one for their companion. It is delivered by National Disability Services with contract support from ADHC.

The unit also continued to support Giving Pays – our workplace giving program – where staff support 10 partner charities through their pre-tax salary, with staff pledging \$136,062 in 2010–11.

## STRATEGIC HUMAN RESOURCES

More than 10,800 or 79 percent of our staff work in direct client services, including 5,781 (42 percent) in Accommodation and Respite, 1,143 (eight percent) in Community Access, and 3,876 (29 percent) in Home Care services.

A strong, well trained, committed and diverse workforce is essential to meet our aims and objectives. We have undertaken a number of initiatives to develop our capacity to meet the growing demands of the sector.

Highlights in strategic human resources over the past year include:

- 400 team leaders commenced the Certificate IV in Frontline Management and 22 new Practice Support Co-ordinators completed the Certificate IV in Training

- more than 360 new frontline management Team Leaders participated in a two-day induction program
- the Managing Employees with a Disability Guide was developed and a new performance management system, Striving for Excellence, was implemented
- more than 41,560 training attendances and over \$15.4 million spent on learning and development
- a new staff structure for group homes, respite centres and in-home services was implemented to enhance frontline management and operational support
- more than 130 Aboriginal people were offered opportunities in a range of areas including Disability Support Workers, Assistants in Nursing and Home Care Trainees.

## STRATEGIC BUSINESS ASSETS PROCUREMENT

Strategic Business Assets supports service delivery by ensuring that necessary business assets are efficiently provided to the required quality. The business assets include community living homes, office accommodation, transport, administration and vehicles. In 2010–11:

- expenditure and cash flow amounted to \$84.8 million
- 324 community living supported accommodation beds were delivered

- large residential centre redevelopments were completed and residents relocated to new accommodation at Wadalba and Hamlyn Terrace and Lachlan, where a total of 170 beds are being delivered
- Peat Island was transferred to the State Property Authority for disposal
- upgrades were delivered to 220 group homes
- 140 office accommodation leases vested in the State Property Authority.

## STRATEGIC FINANCE

Strategic Finance is responsible for the effective management of our statutory financial reporting and governance services, strategic budget development and financial performance management. With a budget of \$2.5 billion of recurrent and capital funding, robust fiscal management is required to ensure effective delivery of financial resources for our services and NGO service providers. Strategic Finance achievements included:

- implementing the Funding Management System as an integrated solution for the management and payment of funding to the NGO sector service providers
- oversight of the Business Case and Gateway review process for Stronger Together 2, including the allocation of Stronger Together budgets and places to program areas and directorates

## ADHC financial ratio analysis

	2007–08 \$'000	2008–09 \$'000	2009–10 \$'000	2010–11 \$'000
Net cost of services	1,836,144	2,052,009	2,209,664	2,402,220
Net assets	588,169	647,182	753,849	753,849
Cash balance	27,567	58,059	116,853	116,853
Current ratio	0.81	0.95	1.19	1.53

# Supporting our services

## CONTINUED

- unmodified audit opinion for the financial statements for ADHC, Home Care Service of NSW, Home Care Service Division and John Williams Memorial Charitable Trust, with the Trust's accounts successfully transitioned to the corporate financial accounting system during the year
- implementing the financial policy project, which will be used as the template for a series of financial policies to be established during 2011–12.

## INFORMATION, COMMUNICATIONS AND TECHNOLOGY

In 2010–11, work began on the Enhanced Client Management Program, which will provide improved use of the Client Information System and a new portal for service providers and people with a disability. The new portal will enable people with a disability to choose how and what services are accessed, as well as reducing the administrative burden of compliance for service providers.

A new Funding Management System was introduced in late 2010 to provide an integrated solution for the management of funding provided to the NGO sector, with documents now more accessible and in a user-friendly format.

Electronic records and document management programs were enhanced to improve archiving of service user records from direct care environments and security for high-risk business functions. The Records Management Action Plan implementation continued to improve compliance with critical aspects of the State Records Act 1998.

## GOVERNANCE AND ASSURANCE

Governance and Assurance supports the delivery of high-quality, ethical services through independent assurance, governance and risk management programs.

An internal audit process provides objective independent assurance to our executive team and the Audit and Risk Committee about areas of highest business risk. It assists management to advocate for improvements to service delivery and business processes.

Our employees are responsible for ensuring that their conduct is professional at all times. All allegations about the conduct of employees are taken seriously, with standard procedures in place to respond to these.

The Ethics and Professional Standards Unit (EPSU) manages formal disciplinary responses. The EPSU coordinates our statutory reporting obligations to the Independent Commission Against Corruption (ICAC) and the NSW Ombudsman. It is responsible for the investigation of all allegations of reportable conduct (by an employee towards a child or young person).

This year, the EPSU received 351 reports about employee conduct. Thirty-seven employees were the subject of formal disciplinary investigation. As a result of these investigations, 12 cases resulted in disciplinary or remedial action, one employee was dismissed, one was directed to resign, one was allowed to resign, one received a fine and one received both a fine and a demotion.

Seven matters were referred to ICAC concerning allegations involving possible corrupt conduct, mainly involving misuse of service user or ADHC finances.

Ten employees were the subject of allegations of reportable conduct notified to the NSW Ombudsman, including three that involved reportable allegations involving children outside the workplace. The EPSU works closely with the NSW Ombudsman's Child Protection Team to ensure that reportable allegations are managed to a high standard.

Risk management is a fundamental element of good governance and management practice. Key initiatives during the year included:

- implementation of a new Risk Reporting Framework to monitor identified key risk areas and emerging systemic issues, with a dashboard report provided to the ADHC executive on a monthly basis on 13 key risk categories such as critical service user incidents, risk of significant harm to children, occupational health and safety and fraud matters

- updating the Legislative Compliance Register, which now contains 81 legislative instruments that ADHC must either administer or comply with; a review is currently underway to consider the effectiveness of our legislative compliance monitoring framework and will also assess compliance levels in occupational health and safety and the purchasing of goods and services
- reinforcing and testing of compliance with key elements of ADHC corporate policies across our business units through the Support Services Governance Program, with an overall compliance rate of 92 percent
- establishment of the FairCall whistleblower fraud and corruption reporting hotline for ADHC staff to report fraud and corruption anonymously 24 hours, seven days a week.

A forensic Continuous Auditing and Monitoring Program (CAMP) tool was also established to provide exception reporting of potential fraud and corruption in key risk areas in finance, human resources and procurement. A Fraud and Corruption Control Plan and Support Tools for NGOs were also developed. The plan and tools are currently being incorporated into the NGO best practice manual, *It's Your Business*. These resources will assist the NGO sector to develop its own policies and practices for managing fraud and corruption within its organisations.

## LAW AND JUSTICE

The Law and Justice directorate provides input and advice on strategic research and planning as part of ADHC responsibilities to develop a robust service system and to ensure services are developed in line with whole-of-government policies and legislation. These responsibilities include compliance with the principles and application of the *Disability Services Act 1993* and with the NSW Government's commitment to provide services that are consistent with the United Nations Convention on the Rights of Persons with Disabilities.

During 2010–11, the team played an active role in law reform and legal policy research, suggesting amendments, and advising or commenting on amendments to legislation and regulations, inquiries and review.

## EVIDENCE-BASED DEVELOPMENT

We recognise the importance of research and evaluation in providing an evidence-based foundation for informed decision-making, policy development and continuous improvement in program design and delivery. Improving and consolidating the evidence base has been an integral part of the planning and implementation of *Stronger Together*. Funding for research, data improvements and evaluation has been increased under *Stronger Together 2*, as this plays an integral role in effective service delivery.

In 2010–11 research projects focused on:

- evidence-based practices for speech pathologists
- policy change impact on the nature of care in government and non-government disability agencies
- demographic implications of the ageing on local government
- factors for maintaining independence at an older age.

Support was also provided for a number of post-graduate students who were undertaking disability related research.

In 2010–11, we completed the HACC Minimum Data Set and 45 and Up data linkage project. We also continued to provide ongoing funding support for the 45 and Up longitudinal study carried out by the Sax Institute. In 2010–11, there were 73 research and evaluation projects, active or planned, including 43 research projects and 26 evaluation projects. Further detail can be found in the appendices.

## BUSINESSLINK

"In negotiating the supply of new desktop computers, Businesslink not only provided FACS staff with better equipment, but also saved up to \$3 million. That's an extra \$3 million that the department can now spend on improving services for clients throughout NSW."

CLIFF HAYNES, ASSISTANT DIRECTOR GENERAL  
CORPORATE AND SHARED SERVICES







## CHIEF EXECUTIVE'S FOREWORD

In 2010–11, NSW Businesslink Pty Ltd (Businesslink) increased the momentum of shared services reform, forging closer partnerships with our customers as we work towards the common goals of reducing costs and improving services to the people of NSW.

We returned \$9.6 million in benefits to our customers in 2010–11, and we began the process of restructuring the business to ensure that we continue to improve our performance in the future and remain a leading service provider.

We also achieved the majority of mandatory information and communication technology (ICT) budget reductions for FACS and we are now in our fifth year of successfully maintaining or reducing our prices.

During the year, we delivered a number of new projects and systems, including online recruitment, managed desktop and printer services and video conferencing – all designed to reduce costs and increase efficiency for our customers.

We also increased our capabilities for delivering frontline services directly to the community on behalf of our customers, competing in the open market for new services such as the Seniors Card and information service.

Our challenge now is to continue the momentum. In 2011–12, our focus will remain on delivering quality business services to our customers at low cost. In short, providing our customers with increased value for money.

To begin this journey and help us to become a more service-oriented organisation, we have adopted a new operating model based on best practice, and we have engaged a new executive team. Our aim is simple – we want to be the best we can be.

We have signed new partnership agreements with our customers, which detail how we will work together to achieve our common goals.

I would like to take this opportunity to thank all staff at Businesslink, our Board and our customers at FACS for their help in achieving our goals this year. Together, we can continue to improve performance in 2011–12.



**Albert Olley**

Chief Executive  
Businesslink

As a company under the *Commonwealth Corporations Act 2001*, Businesslink submits a separate report to its shareholders and Parliament. This chapter provides a brief summary of the work Businesslink has undertaken for the department during the year so information can be read in the context of the whole document.

For further details on the performance of Businesslink, a full copy of the Businesslink Annual Report 2010–11 can be found at [www.businesslink.nsw.gov.au](http://www.businesslink.nsw.gov.au)

*"We returned \$ 9.6 million in benefits to our customers (and) began the process of restructuring the business to ensure that we continue to improve our performance in the future and remain a leading service provider"*

# Overview

## WHO WE ARE

NSW Businesslink Pty Ltd is the shared services outsourced provider to FACS under a service partnership agreement. Public servant personnel within Businesslink are provided under a personnel supply agreement between Company and Crown.

Businesslink was incorporated on 28 June 2004 under the Commonwealth *Corporations Act 2001*.

Our mission is to deliver high-quality business services to our customers at the lowest cost in the Australian market.

## WHAT WE DO

We provide a broad range of services – information technology, finance, human resources, facilities management, project, property, workforce and business support services to a number of departments and organisations.

We do not directly employ staff. All executive personnel and the majority of operational personnel are engaged by the Company under the terms of its personnel supply agreement with FACS.

NSW Businesslink Pty Ltd is a Corporations Act company with shareholders made up of the Treasurer, the Minister for Family and Community Services, and the Minister for Ageing and Minister for Disability Services.

Governance and direction is provided by the Board of Directors. Under the shareholders agreement, Businesslink is required to operate within the parameters of a Statement of Business Intent. This is prepared annually and approved by the shareholders.

## OUR STAKEHOLDERS

Our stakeholders include:

- Department of Family and Community Services
- Department of Attorney General and Justice – Juvenile Justice
- Department of Education and Communities – Aboriginal Affairs and Children's Services
- Department of Finance and Services – NSW Government Licensing Service, State Property Authority
- AC3
- non-government organisations (NGOs).



# Using technology to connect people

In early 2011, new video conferencing facilities were introduced in more than 28 FACS offices across NSW.

This state-of-the-art technology is used for a range of activities including staff training, interviews and meetings.

The technology reduces costs and travelling time to meetings, particularly for frontline FACS staff in remote areas who were spending hours in cars, planes and trains, allowing them more time to do their work.

Senior Specialist Psychologist on the North Coast, Heike Mebold, explained how video conferencing was also benefiting clients.

"A young child recently needed specialist medical consultation with the tele-psychiatry service at Westmead Children's Hospital. Under normal circumstances, the parents would have needed to fly the child to Sydney, which is expensive and challenging.

"We used video conferencing to facilitate the consultation between the child, the parents and the specialist psychiatrist so the need to travel and the disruption was minimal," said Heike.

The parents were thrilled with this process and appreciated being able to access specialist services in a way that was easy for them.

Video conferencing was implemented as one of many corporate and shared services reform initiatives delivered across FACS during the year. Video conferencing has not only improved collaboration between staff throughout the department, it has also reduced the time, cost and resources spent on staff travel.

*"A young child recently needed specialist medical consultation... We used video conferencing to facilitate the consultation between the child, the parents and the specialist psychiatrist so the need to travel and the disruption was minimal."*



# Our performance

## STATEMENT OF BUSINESS INTENT

Our Statement of Business Intent (SBI) summarises the goals, objectives and initiatives of our business plan. The SBI provides a focus for the major activities and deliverables we said we would provide in 2010–11 and outlines our aspirations over the next three years. Our focus on providing quality and low cost support to FACS (and other customers) is consistently represented throughout the SBI.

The 2010–11 SBI builds on the strong foundations that were put in place in previous years and confirms our operating model as a robust, transparent and growing business that is helping the government to achieve lower cost infrastructure, streamlined back office applications and shared services built on centres of capability. Along with a business risk management framework, this aims to free up FACS resources to deliver front-line services.

We remain committed to providing increased value for money services, while expanding our capabilities to meet broader whole-of-government objectives.

## Summary scorecard of results achieved

ITEM	RESULT
Financial result satisfactory	✓
Financial forecast in line with budget	✓
Product volumes in line or ahead of budget	✓
Statutory reporting within timeframes	✓
Key projects operating within tolerances	✓
Corporate risks understood and being managed	✓
Internal audit reports – score three or better	✓
Occupational health and safety	✓
Environmental accountability	✓
All staff below 40 days accrued leave	improving

Source: Statement of Business Intent 30 June 2011 result.

## Benefits returned by year

2010	2011	2012 (EST*)
\$5.62 million	\$9.65 million	\$12.88 million*

Source: Statement of Business Intent June 30 2011 result.

\*Additional benefits are planned in 2012 through the FACS Corporate and Shared Services Reform Program.

## Prices flat or reduced 2008–11

	2008 (%)	2009 (%)	2010 (%)	2011 (%)
Our prices	-	-	-	-
Wages	4	4	4	4
Consumer Price Index	2.5	2.5	2.5	2.5

## Highlights

In 2010–11, we:

- delivered cost savings and efficiencies of \$9.6 million, with another \$12.8 million budgeted for 2011–12
- achieved the majority of mandatory ICT budget reductions for FACS
- rolled out cost efficiency projects including online recruitment, managed desktop and printer services, and video conferencing, and processed Seniors Card applications
- continued to maintain or reduce prices
- transitioned new customers Juvenile Justice, Aboriginal Housing Office and Aboriginal Affairs to our services
- developed a new service partnership agreement with FACS
- moved Businesslink towards a service-oriented organisation through a new organisational structure.



## DELIVERING COST SAVINGS

Any savings we make are given back to customers in the form of flat prices and improved services.

In 2010–11, our target for ICT savings was \$3.8 million, and we achieved about \$5 million.

## SUPPORTING FACS SERVICES

We provide a range of services to customers and support staff across FACS to enable them to do their day jobs and deliver

services to individuals, families and communities in NSW.

In providing these services, we proactively invested in tools and capabilities to reduce the level of underlying assets and costs required to provide these services.

During 2010–11, 159 projects were delivered by us including:

- a new funding management system for Ageing, Disability and Home Care
- a new invoice management system
- infrastructure and support services for Housing NSW's new client information system
- a core infrastructure project – a new, single computing platform for our staff
- transitioning of Aboriginal Affairs, Aboriginal Housing Office and Juvenile Justice to Businesslink services
- outsourcing of video conferencing facilities for FACS staff to reduce time and cost travelling to meetings across NSW.

## SERVICES

IT SERVICES				
<b>CORE</b>	Help desk and technical support	Desktop and hardware	Data storage and cloud services	Software and security
<b>VALUE ADDED</b>	Systems and process integration	IT project management	Design and sourcing	Business consultancy
HR & EMPLOYEE SERVICES				
<b>CORE</b>	Payroll	Recruitment	HR Helpdesk	OH&S
<b>VALUE ADDED</b>	HR Advisory (including org' design)	Learning and development	Case management	Workers' compensation and return to work
FINANCE & BUSINESS SERVICES				
<b>CORE</b>	Receivables and payables	Fleet service	Property management and fitout	Debt and credit management
<b>VALUE ADDED</b>	Financial reporting	Records management	Grant management	Taxation advice
Services direct to public				
Seniors Card and information service				
Foster carer applications				
Licence processing service (e.g. building and fishing)				

*\$5 million*

*savings achieved in 2010-11 for ICT,  
with a target of \$3.8 million*

# Our performance

## CONTINUED

### Seniors Card

In February 2011, we began providing the Seniors Card service on behalf of Ageing, Disability and Home Care.

The Seniors Card provides seniors with discounted services including transport and sport activities.

It was expected that this service would receive approximately 120,000 transactions per year. Within the first two months of providing the service, we had processed almost 30 percent of the expected total transactions for the year, within the service level agreement and with no additional resources required.

While the target for answering calls from service users is within 30 seconds, calls are currently answered within five seconds on average.

### E-recruitment

We recently transitioned our customers to the new public sector e-recruitment system. The move enabled us to lower our costs and increase efficiencies by taking advantage of opportunities to consolidate and streamline processes. We used our experience in providing a similar system previously to contribute feedback to the Department of Premier and Cabinet on the whole-of-government roll-out.

We developed support materials and e-learning packages and established a dedicated support team in the Business Service Centre to support implementation and make recruiting staff as easy as possible for managers.

The new e-recruitment system has:

- reduced more than 300 different recruitment correspondence to 30 standard letters
- reduced 15 request to fill forms to two standardised forms
- brought about one single FACS job board for staff to view career opportunities (before there were 13 separate job boards)
- standardised probation periods, health declaration and expression of interest procedures.

On average, 30 jobs are advertised per week and 700 applications received. Ninety-nine percent of applications received are online. Moving to this new system has resulted in a reduction of six positions in Businesslink recruitment.

### Funding administration

In October 2010, we began managing funding arrangements for Ageing, Disability and Home Care. Since then there has been more than \$1 billion in payments made to 903 service providers and 8,500 requests for support from ADHC staff and NGOs about applications, data and reporting.

### Housing NSW client information

We supported Housing NSW's client information system (HOMES) with infrastructure and support services post implementation and transitioned all operational responsibilities to Businesslink. We continue to undertake large challenges in terms of application and infrastructure consolidations. Each experience has provided an opportunity to learn.

### Managed desktop

We reached agreement with a PC supplier to supply desktop computers at a significantly reduced cost, while also taking on responsibility for deploying and installing the computers in faster timeframes than anywhere else in NSW.

We achieved additional savings on deployment and installation and 5,500 computers have been supplied under the new agreement, delivering a total saving of around \$3 million.

## SUPPORTING SYSTEMS

In addition to providing new products and driving efficiencies, we continue to manage and service significant levels of activity across the whole business. On behalf of FACS, as at 30 June 2011, we:

- processed 554,664 pays
- processed 296,013 invoices
- answered 290,989 calls and resolved 68 percent of calls the first time
- managed 15,354 desktop computers.

## OUR OBJECTIVES FOR 2011–12

In 2011–12 our focus will remain on delivering low cost quality business services to our customers. We will leverage economies of scale to reduce costs and improve efficiencies and provide our clients with the systems and services to meet their needs.

We will also complete changes to our operating model to help us improve our performance. By doing this we will continue to

cultivate centres for professional expertise across areas such as information technology, payroll, human resources, finance, project management and contact centres.

This year our core business objective is to become an organisation that provides:

- services which are lowest cost, timely and high quality
- processes which are simple, standardised, automated and supplied 'on demand'

- positive, trusted and valued relationships with customers
- a working environment that attracts, motivates, retains and develops the employees needed to build our shared services capability
- reduced costs to customers in order to help them fund better services to the NSW community.

Our corporate measures are set out in the table below.

### Strategic performance indicators

COSTS	PRICES	PRODUCTIVITY	EFFICIENCY	CLIENT RELATIONS	STAFF	OH&S
Set benchmark cost per Full-Time-Employee (FTE) serviced by Businesslink, to improve annually* < \$6,341	Maintain or lower our service prices, at or below benchmarks in the Australian market	Significantly increase % of transactions via self service year on year	Reduce ratio of Businesslink payroll staff per FTE serviced 2010 1:371	Continuously improve results of Client Satisfaction Index over the next three years Within range 65–70%	Maintain People Engagement score of 62% throughout period of restructure and change	Maintain or improve ratio of recorded incidents against claims 2009 53.1% 2010 45.23%

\* Based on 22,000 public servants and 2011 budget estimate.

*"The best part of my job is being able to provide support to frontline workers who are out there helping people in the community. They're doing tough jobs - so it's important that they have good back-up and accessible systems in place!"*

– Goran, Businesslink Acting Manager Contact and Fulfilment

## COMMUNITY SERVICES

"After working in juvenile justice services for 15 years I wanted to give kids a good start from a younger age. It's important that we work to keep Aboriginal kids with Aboriginal carers so they can feel connected to their identity."

ERIC, CAMPBELLTOWN FOSTER CARER







# Community Services

## CHIEF EXECUTIVE'S FOREWORD

This year, Community Services has seen consolidated change under the reform program following the Special Commission of Inquiry into Child Protection Services in NSW. A key focus has been preparation for changes to the out-of-home care (OOHC) system including the transfer to non-government organisations (NGOs).

Preparations included planning the establishment of a joint non-government and government Ministerial Advisory Group to help guide the transfer of OOHC services to NGOs and meet the timeframes for the development of new OOHC contracts by January 2012.

I have also been involved in the establishment of the Early Intervention Council to oversee the implementation of improvements to the Brighter Futures reforms.

We have continued our commitment to reduce the over-representation of Aboriginal children and families in the statutory child protection system with the development of the Protecting Aboriginal Children Together (PACT) consultation model and the Aboriginal Consultation Guide, and reaffirmed our commitment to assisting 'Forgotten Australians' – people who grew up in former institutions, orphanages and children's homes – with the opening of a statewide support service.

Throughout the changes this year, the professionalism, dedication, resourcefulness and empathy of those who work in the challenging area of child protection continue to inspire me. I am confident that together with the non-government sector we will continue to find smarter and more effective ways of delivering child protection services into the future.



**Anne Campbell**

Acting Chief Executive  
Community Services

Note: Anne Campbell was appointed Acting Chief Executive, Community Services on 1 July 2011 following the retirement of Annette Gallard.

*"Throughout the changes this year, the professionalism, dedication, resourcefulness and empathy of those who work in the challenging area of child protection continue to inspire me"*

# Overview

## WHO WE ARE

Community Services works closely with other government departments, NGOs and the community to support vulnerable families and keep children and young people safe from abuse and neglect.

## WHAT WE DO

We provide and fund services which help to make communities more resilient and invest in prevention and early intervention strategies to help families deal with issues before they become crises.

The key responsibilities of Community Services<sup>1</sup> are:

- providing protection for children and young people at risk of significant harm
- providing and funding early intervention services
- providing funding, accommodation and support services for children and young people who can no longer live at home
- offering community support services to help homeless people and families move to independent living.

## OUR STAKEHOLDERS

Our stakeholders include:

- children and young people in need of care and protection
- families and communities needing help and support
- non-government service providers and local, state and Commonwealth governments
- research organisations, universities, students, the media and the public (who collaborate on or receive the division's data and research findings)
- public users of our information services.

# Our highlights

In 2010–11, Community Services:

- received 166,700 calls, faxes and eReports at the Child Protection Helpline from mandatory reporters such as police, teachers and health workers, as well as the public, resulting in 215,272 child and young person reports
- received more than 22,073 calls to the Domestic Violence Line
- extended the Staying Home Leaving Violence Program to 18 locations and ensured that 500 families received specialist case management services
- trained more than 300 welfare, health and educational professionals to deliver the Triple P Positive Parenting Program and 165 practitioners to deliver the Indigenous Triple P, bringing the total number of practitioners to 1,200
- provided additional funding of \$3.7 million to 62 Aboriginal child, youth and family projects including parenting programs, school transition programs, supported playgroups, family workers and programs to build the capacity of the community to respond to challenges
- funded 358 specialist homelessness services to support those who are homeless or at risk of homelessness
- supported 17,896 children and young people in OOHHC as at 30 June 2011
- provided more than \$51 million in funding for Brighter Futures services to 16 lead agencies to provide case management, structured home visiting, group parenting programs and quality children's services to client families
- provided funding of \$11.2 million under the new early intervention and placement program to 117 service providers for a total of 130 expanded and new services
- funded almost 1,500 children's services projects across mobile services, long day care, preschools, occasional care, multi-purpose centres, toy libraries, support services and resource groups
- referred 4,249 child protection reports to Joint Investigation Response Teams comprising Community Services, NSW Police and NSW Health
- recruited, assessed, trained and authorised 328 new foster carers
- published Caring for Kids, providing information for carers about their roles, responsibilities and entitlements, and information about relevant policies
- facilitated adoption of 45 children by their foster carers or relative carers.

<sup>1</sup> During the year, we were also responsible for funding and regulating children's services such as preschools and day care centres and coordinating recovery services to help people affected by disasters. In April 2011, the responsibility for Children's Services moved to the Department of Education and Communities and Disaster Recovery moved to the Ministry for Police and Emergency Services.

# Our performance

The programs and activities of Community Services are based on objectives and performance targets in the NSW State Plan, key recommendations from Keep Them Safe and corporate planning documents. Copies are available at [www.community.nsw.gov.au](http://www.community.nsw.gov.au)

## KEEP THEM SAFE

Keep Them Safe (KTS) is a five-year action plan in response to the Special Commission of Inquiry into Child Protection Services in NSW. The plan aims to reshape the way family and community services are delivered in NSW to improve the safety, welfare and wellbeing of children and young people.

The goal of KTS is that all children in NSW are healthy, happy and safe, and grow up belonging in families and communities where they have opportunities to reach their full potential.

In particular, KTS includes actions to enhance the universal service system, improve early intervention services, better protect children at risk, support Aboriginal children and families, and strengthen partnerships with NGOs in the delivery of services.

The KTS reforms are supported through a range of initiatives, programs and partnerships. These are explained in more detail throughout this chapter of the report.

## PERFORMANCE SUMMARY

	2008–09	2009–10	2010–11
<b>Service delivery</b>			
Total budget provided	\$1.349 billion	\$1.568 billion	\$1.67 billion
Total child protection reports	309,676	256,088	215,272
Rate per 1,000 of population of children and young people involved in reports for further assessment/risk of significant harm (ROSH) reports	71.1	55.4	37.3
Child protection reports referred for further assessment/ROSH reports	226,946	163,200	98,845
Number of Joint Investigative Response Team referrals accepted	3,436	3,877	4,249
Children and young people in out-of-home care	16,524	17,400	17,896
Rate per 1,000 population of children and young people in out-of-home care	10.2	10.7	10.9
Annual real expenditure per child in out-of-home care	\$33,433	\$36,869	\$39,146
Calls to domestic violence line	23,061	23,039	22,073
No. of funded children's services	1,583	1,532	1,462
Estimated funded places per day	45,477	45,342	42,978
Licensed children's services	3,440	3,452	3,517
Estimated licensed places per day	154,351	135,238	146,795
No. of children aged 0–5 years who attended funded, licensed children's services in NSW	87,470	86,222	93,502
No. of children from low income families for whom childcare fees were reduced*	23,978	25,543	24,547
<b>Resources</b>			
No. of staff	4,553	4,664	4,842
No. of caseworkers	2,187	2,215	2,320
No. of female staff	3,752	3,765	3,947
No. of Aboriginal staff	356	355	386
No. of multicultural staff	395	398	380

\* This total includes 435 existing services and 29 new services.

Sources:

- 1 KIDS-Corporate Information Warehouse annual data.
- 2 ABS ERP NSW by age, sex as at 30 June 2007–10.
- 3 ABS 2006 Census of Population and Housing, NSW by Local Government Area.
- 4 Integrated Substitute Care database annual statistical abstracts and KIDS/MDS.
- 5 Financial data collection, Finance and Administration Services.

Produced by: Community Services Information Management Branch.

Content has been amended in accordance with the Erratum Notice tabled in Parliament in March 2013.

# Building stronger communities

We coordinate a range of community and family programs. We oversee the delivery of services which strengthen families, support young people and help families with issues like homelessness, drug and alcohol abuse, and family violence. Programs range from parenting courses and volunteer home visiting to domestic violence and drug and alcohol support services.

## DISASTER WELFARE

Along with our partners, we provide welfare and assistance to people during disasters.

Emergency Management Committees provide a whole-of-government forum to discuss preparedness and planning for disasters. In 2010–11, our staff contributed to more than 40 meetings.

Regional meetings with the disaster recovery partners and stakeholders ensure that localised planning takes place.

A new memorandum of understanding with the Uniting Church of Australia will provide pastoral care for people in traumatic situations following major emergencies.

Welfare services were provided to more than 42 disaster events, with 30 evacuation centres established and more than \$924,000 provided to individuals and families in disaster relief grants.

We responded to events in NSW and gave assistance to other states. Following the devastating impacts of Tropical Cyclone Yasi in February 2011, NSW deployed 24 FACS staff to North Queensland to assist the Queensland Department of Communities with recovery operations.

## COMMUNITY BUILDERS

Services under the Community Services Grants Program, which focused on community strengthening, moved to the new Community Builders funding program. A total of 435 services valued at \$29.3 million were transferred to Community Builders.

All organisations received a portion of \$10 million in new social inclusion funding to help make the transition to Community Builders, including an additional 20 percent on top of their annual funding amount. Twenty-nine new services were also funded across NSW as part of the distribution of the \$10 million.

In 2010–11, Community Builders also funded 99 new fixed-term projects to the value of \$6.69 million.

### Community Builders funding

PROGRAM	SERVICES	FUNDING TOTAL (\$M)
New fixed-term projects	99	6.69
Current fixed-term projects	89	2.20
Renewable services	435	29.30
Social inclusion	464*	10.00
Total	652	48.19

\* This total includes 435 existing services and 29 new services.

Source: COMS 2010–11 and the Communities and Early Years HOLLY database 2010–11.

# Building stronger communities

CONTINUED

## ALCOHOL AND DRUG ABUSE

Working with alcohol and drug abuse issues requires specialist skills and understanding. Drug and alcohol issues, along with domestic violence and mental health problems, are among the most common child protection reports.

We are a key partner in the Youth Drug and Alcohol Court Program, which tailors health, education and welfare interventions to support young people with serious drug and alcohol problems and diverts them away from the criminal justice system. In 2010–11, 56 young offenders entered the program.

As part of the Getting It Together Program, 15 services continued to help vulnerable young people not accessing conventional services tackle the use of illicit drugs.

Our Clinical Issues Unit helps caseworkers access expert knowledge, training, resources and support about drugs and alcohol. In 2010–11, the unit provided caseworkers with more than 3,000 individual mental health, drug and alcohol and/or domestic violence consultations, as well as 114 short courses on clinical issues.

## FAMILY AND DOMESTIC VIOLENCE

The NSW Domestic Violence Line – 1800 65 64 63 – received 22,073 calls in 2010–11. The majority of these involved verbal, physical and psychological violence, and 7,666 calls involved 15,643 children.

Programwide, approximately 1,300 cases were managed, with approximately 8,000 referrals received by services and about 160 education sessions provided to the community and service providers.

An online performance monitoring system for the program began on 1 April 2011.

## INTEGRATED DOMESTIC AND FAMILY VIOLENCE SERVICES PROGRAM

During the year, \$3.1 million were provided to deliver six projects preventing the escalation of

domestic and family violence. Services provided included case management, case coordination to ensure that clients are seamlessly referred onto other services such as crisis support.

In 2010–11, the Staying Home Leaving Violence Program expanded to 18 locations across NSW – Bega, Eastern Sydney, Blacktown, Campbelltown, Newcastle, Wyong, Moree, Redfern, Penrith, Liverpool, Fairfield, Maitland, Wollongong, Kempsey, Walgett, Dubbo, Shoalhaven and Lake Macquarie.

These specialist domestic violence services provide support and safety resources to women and children escaping violence to remain safely in their own home.

A \$2.9 million budget saw 500 families receive specialist case management services including risk assessment, safety planning and security upgrades. These services were provided on a needs basis and were often long-term and intensive.

### Domestic Violence Line calls answered

	2007–08	2008–09	2009–10	2010–11
Total	23,285	23,061	23,039	22,073

Source: July 2006 to June 2010 – Domestic Violence Line Hyperion Telephone System; July 2010 to June 2011 – Domestic Violence Line Interactive Insights Telephone System.

### Calls to Domestic Violence Line by issue reported

VIOLENCE TYPE	NUMBER	%
Physical	6,812	29.0
Verbal	10,310	43.8
Sexual	674	2.9
Psychological	8,447	35.9
Social	3,043	12.9
Economic	2,229	9.5

Notes:

1 The percentages total more than 100 percent because there can be multiple violence types reported per call.

2 These data are based on calls recorded in Statistical Package for the Social Sciences (SPSS).

Source: Domestic Violence Line Database – July 2010 to June 2011.



A University of NSW qualitative study of women's experiences leaving violent relationships and their use of our services explored women's safety and housing experiences, and examines how services can enhance safety. The study concluded that most women were now living lives free from violence and that the support provided by our program had been a factor in achieving this.

This program is delivered in partnership with NSW Police, NSW Health, the Department of Attorney General and Justice and Housing NSW, as well as through more than 50 local partnership agreements with services including local women's refuges, courts, security firms, counselling services and family support.

## FAMILIES NSW

Families NSW is a whole-of-government prevention and early intervention strategy that supports families expecting a child or with children up to eight years of age. Families NSW is provided jointly by FACS, NSW Health and the Department of Education and Communities, together with local government and community organisations.

We managed \$25.8 million of the Families NSW budget, funding 347 activities. NSW Health and the Department of Education and Communities are the other budget holders.

In 2010–11, through the Families NSW budget, we funded 114 supported playgroup services, providing 337 supported playgroups, 94 family workers, 48 community capacity-building projects, 54 partnerships and networks projects, 10 volunteer home visit services and 27 parenting programs.

Families NSW is currently undertaking a review of the family worker service model to inform a more consistent, structured approach to better support children and families accessing family worker services. The review will be completed in 2011.

The Triple P (Positive Parenting Program) continued to offer programs for families with children aged from three to eight years. This year, about 300 welfare, health and educational professionals were trained to deliver the program, bringing the total number of practitioners to 1,200 since Triple P began in 2008. A further 165 practitioners were trained in the Indigenous Triple P, bringing the total number to 213.

An evaluation of Triple P is currently underway and is expected to be completed by late 2011.

## ABORIGINAL CHILD, YOUTH AND FAMILY STRATEGY

The Aboriginal Child, Youth and Family Strategy is a statewide prevention and early intervention strategy aimed at children aged up to five years, their families and communities.

This year, \$3.7 million funded 62 projects including Aboriginal parenting programs, school transition programs, supported playgroups, family workers and programs to build the capacity of the community to respond to challenges.

A further three parenting books – part of the 'Growing Up Strong' series – were developed to support Aboriginal parents and family workers in the Western and Metro West regions, bringing the total to 13 books.

## ABORIGINAL CHILD AND FAMILY CENTRES

As part of the Indigenous Early Childhood Development National Partnership Agreement, nine new Aboriginal Child and Family Centres are being established to provide integrated services tailored to the needs of local Aboriginal families, including child care services and parent and family support services.

Service providers are already providing interim services in Mt Druitt and Ballina, with planning underway for interim services in Campbelltown.

A tender process was undertaken in 2010–11 for the final six locations: Blacktown, Toronto, Nowra, Brewarrina, Gunnedah and Lightning Ridge, with interim services in these locations expected to commence in late 2011.

# Building stronger communities

CONTINUED

## SPECIALIST HOMELESSNESS SERVICES

In January 2009, the National Affordable Housing Agreement (NAHA) replaced previously separate housing and homelessness agreements, including the Supported Accommodation Assistance Program Agreement and the Commonwealth-State Housing Agreement.

Specialist homelessness services are now funded in NSW under the NAHA and its associated National Partnership Agreement on Homelessness (NPAH) with matched funding from the NSW Government.

In 2010–11, the Commonwealth Government and Community Services jointly contributed \$133 million for 358 specialist homelessness services to provide accommodation and support to people who are homeless or at risk of homelessness, including families in crisis, women and children affected by domestic violence, young people and single adults.

The most recent data<sup>1</sup> available indicate that these services assisted approximately 41,700 clients in their own right and a further 19,700 children and young people who accompanied their parents or carers.

The main reasons for seeking assistance were domestic or family violence, family or relationship breakdown, time-out needed from family, problematic substance abuse and financial difficulties.

Specialist homelessness services operate through a case management approach. Services provided include accommodation, general support (advice, advocacy, living skills, court support), personal support for families and relationships, financial and employment support and basic support (meals, showers and transport).

We are working with NGOs to implement the NSW Homelessness Action Plan and lead 32 projects targeting specific client groups – 20 of these are funded under the NPAH, with total funding of \$38.5 million from 2009 to 2013. These include projects aimed at:

- assisting Aboriginal young people leaving out-of-home care to successfully transition to independent living, preventing homelessness
- providing secure transitional housing and integrated support programs which focus on training, education and employment for young people with low to moderate needs

- reducing exits into homelessness for people with mental illness through coordinated discharge planning and links to long-term accommodation and support
- breaking the cycle of homelessness for chronically homeless adults through 'housing first' approaches
- providing intensive case management support for single men with complex needs in western NSW
- offering better access to rental assistance, as well as legal and medical services for chronically homeless people with complex needs in regional areas
- assisting families affected by domestic violence to remain in their homes through the Staying Home Leaving Violence Program.

During the year, four conferences were held for new services funded under the NPAH which are piloting new approaches to regional homelessness, domestic violence, rural tenancy support and youth homelessness.

<sup>1</sup> Australian Institute of Health and Welfare 2011. Government-funded specialist homelessness services: SAAP National Data Collection annual report 2009-10: New South Wales. Cat No HOU 240. Canberra: AIHW

# Crisis Response team protects children



When emergencies happen outside business hours, Community Services' After Hours Crisis Response team is on hand to help protect children and families in NSW.

The Crisis Response team operates overnight and weekends 365 days a year to respond to urgent situations where a child is in danger.

This could be a result of neglect, homelessness, drug and alcohol misuse, mental illness, physical or sexual assault or domestic violence.

The team works closely with other government departments to ensure that children are protected at any time of the day or night. Commonly, caseworkers require police to be present when they go out after hours, particularly where there is a history of violence with a family or the information received suggests that the situation is likely to be volatile.

Director of the Child Protection Helpline, Jody Grima, said staff worked with families, professionals and the community to provide immediate support.

"In some cases that involves removing children from their carers to ensure their immediate safety.

"Our caseworkers are specialists in crisis intervention and work closely with NSW Health, NSW Police and other specialist services which operate after hours.

"Our priority is to meet the immediate needs of the child or young person until they can be connected with other specialist services the next business day," Jody said.

In 2010–11, the service received 9,739 referrals.

Some of the most common reports include children who are homeless, violence in the home or injuries to a child.

*"Our priority is to meet the immediate needs of the child or young person until they can be connected with other specialist services the next business day."*

# Prevention and early intervention

We assist families in NSW by providing targeted support for vulnerable families and investing in early childhood services. Our early intervention strategies help families who are struggling and prevent problems from escalating.

Our children's services give children the best possible start in life by preparing them for school years and encouraging life-long social and educational skills. Significant work is underway to stabilise and reduce the number of children entering care through a range of early intervention and prevention and restoration initiatives.

## EARLY INTERVENTION PROGRAMS

Early intervention programs aim to support children's age-appropriate development without ongoing involvement in the child protection system. A significant proportion of the five-year Keep Them Safe funding package is being invested in government and non-government prevention and early intervention services. This includes \$4.3 million in early intervention funding for support services for children, young people and their families in 2010–11 and funding to expand Brighter Futures placements and expand intensive family support and family preservation services for children most at risk of entering out-of-home care.

## BRIGHTER FUTURES

Brighter Futures services are provided to more than 3,500 families with children under nine years of age who are vulnerable to domestic violence, parental drug and alcohol misuse and/or mental health issues and child behaviour management problems.

This year, Brighter Futures provided more than \$51 million in funding to 16 lead NGOs to provide case management, structured home visits, group parenting programs and quality children's services to client families. An additional \$9.2 million per year was provided for additional places under Brighter Futures from January 2011.

Brighter Futures provision includes:

- 3,124 families to receive case management from lead agencies (including 962 places for Aboriginal families and 542 for culturally and linguistically diverse (CALD) families)
- 1,396 children to receive two days per week in quality children's services.

In September 2010, a Brighter Futures evaluation report completed by the Social Policy Research Centre at the University of NSW was published. The evaluation supported continuation of the Brighter Futures Program through joint service delivery by both government departments and non-government organisations.

The evaluation showed that families with children at risk who participated in the program were less likely to re-enter the child protection system and be the subject of a report and were also less likely to enter out-of-home care or else time in out-of-home care was reduced.

The Early Intervention Council (formerly Brighter Futures Council), consisting of NGOs, us and other government representatives, was established in January 2011 to oversee and advise on the implementation of the Brighter Futures reforms.

In 2011, reforms have included the redesign of referral pathways to reduce access times and improve targeting of the program and an improved response to address vulnerabilities like domestic violence, and parental drug, alcohol and mental health issues.

On 30 June 2011, the NSW Government announced \$10 million in funding to expand the role of the non-government sector in the delivery of early intervention services. Early intervention services to high-risk families will be provided through the Stronger Families Program to prevent needs escalating.

More than 100 Aboriginal families are participating in the Brighter Futures Aboriginal Families Study, which will provide evidence of how Aboriginal families benefit from participating in the program and information to further improve the program. The report is due at the end of 2011.



## Families and children and young people participating in Brighter Futures as at 30 June 2011

MANAGING ORGANISATION	REFERRAL PATHWAY	FAMILIES		CHILDREN AND YOUNG PEOPLE	
		NUMBER	%	NUMBER	%
NSW Community Services	Helpline referral	1,079	32.8	2,520	32.1
NGOs	Helpline referral	689	20.9	1,609	20.5
	Community referral	1,523	46.2	3,711	47.3
Transition	Helpline referral	2	0.1	5	0.1
<b>Total</b>		3,293	100	7,845	100

Source: KiDS – Corporate Information Warehouse annual data.

Produced by: NSW Community Services, Information Management Branch.

## Families and children and young people participating in Brighter Futures by Aboriginal status as at 30 June 2011

ABORIGINAL STATUS	FAMILIES		CHILDREN AND YOUNG PEOPLE	
	NUMBER	%	NUMBER	%
Aboriginal and/or Torres Strait Islander	861	26.1	2,189	27.9
Non-Aboriginal	2,432	73.9	5,656	72.1
<b>Total</b>	3,293	100	7,845	100

Source: KiDS – Corporate Information Warehouse annual data.

Produced by: NSW Community Services, Information Management Branch.

## EARLY INTERVENTION AND PLACEMENT PREVENTION

During the year, services funded under the Community Services Grants Program were re-aligned to form part of a new program called the Early Intervention and Placement Prevention (EIPP) Program.

Four hundred and thirty services funded under the EIPP Program will form part of an integrated system of funded early intervention and placement prevention services aimed at reducing the likelihood of children and young people entering or remaining in the child protection and out-of-home care systems.

Following a tender process, new early intervention and placement prevention funding of \$11.2 million was allocated to 117 service providers for a total of 130 expanded and new services including:

- \$4.3 million for 80 expanded early intervention services for children, young people and their families
- \$3.4 million for 32 new intensive family support services
- \$3.4 million for 18 new intensive family preservation services.

One-off funding of \$5.5 million was provided to assist services moving to the new models and to implement performance-based contracting.

Around 2,000 people attended meetings held at 20 key regional centres during August and September 2010 to explain the transition to new funding arrangements.

From 2011–12, the EIPP Program will have an annual ongoing budget of \$64.2 million. This includes the additional \$11.2 million made available through Keep Them Safe and \$5.5 million provided to 26 services including child sexual assault clinics and domestic violence services.

We continued to work with NGOs through the Keeping It Together project, a change management initiative to support organisations impacted by the reform. In 2010–11, \$602,000 were provided to three peak organisations: NSW Family Services, the Youth Action and Policy Association and the Association of Children's Welfare Agencies, to provide a comprehensive range of services.

# Prevention and early intervention

## CONTINUED

### CHILDREN'S SERVICES<sup>1</sup>

In 2010–11, we regulated nearly 3,500 children's services across NSW and supported better access to these services. Improvements to the regulatory system now promote greater compliance with regulatory standards and ensure that licence applications are processed more efficiently.

In 2010–11, \$173 million were provided to children's services including preschool, long day care, occasional and vacation care and early childhood services. Not-for-profit preschools were provided around \$130 million in funding.

Children's services funding was delivered to about 1,500 services operated by local councils, shires and NGOs including:

- \$130 million for preschool services
- \$15.9 million for long day care services
- \$4 million for occasional care services
- \$2.8 million for vacation care services
- \$6.8 million for early childhood services
- \$13.1 million for children with additional needs to access children's services.

We continued to work towards a new national approach to the regulation of early childhood education and outside school hours care by:

- the *Children (Education and Care Services National Law Application) Act* passing through NSW Parliament in November 2010
- a national trial of the new assessment and rating process in late 2010, with 50 services participating
- amendments to the *NSW Children and Young Persons (Care and Protection) Act* and *Children's Services Regulation*, providing for a smoother transition to the new national system, from January 2011
- public consultation on draft Education and Care Services National Regulations in March and April 2011, with 10 consultation forums held across NSW
- the multilateral implementation plan for the National Partnership Agreement on the National Quality Agenda for Early Childhood Education and Care signed by the Premier in May 2011.

Changes to the Act and the Regulation have cut red tape for providers of children's services by introducing a single licence system, allowing a licence to be issued without a fixed term and replacing licence variations.

The National Partnership Agreement on the National Quality Agenda for Early Childhood Education and Care provides a unified national approach to the regulation of early childhood education and care and outside school hours care from January 2012.

The National Partnership Agreement on Early Childhood Education and Care aims to significantly increase the level of access to preschool programs by 2013. In 2010–11, it delivered a further \$26.9 million in funding in NSW on top of existing NSW Government commitments, totalling nearly \$130 million. The partnership resulted in higher funding allocations to approximately 665 preschools across NSW and has had a direct impact on affordability and participation rates for Aboriginal children and children from low income families.

In 2010–11, almost 1,500 children's services projects were funded – about 42,978 funded places per day across mobile services, long day care, preschools, occasional care, multipurpose centres, toy libraries, support services and resource groups.

Licensing of school-based children's services continued, with assessment of more than 45 applications for school-based licences and 30 premises inspected.

This year, 258 new outside school hours services were registered, with 3,262 services providing before and after school care and vacation care as at 30 June 2011.

<sup>1</sup> Children's services were transferred to the Department of Education and Communities on 4 April 2011.

## Licensed children's services

SERVICES	2007–08		2008–09		2009–10		2010–11	
	NUMBER	%	NUMBER	%	NUMBER	%	NUMBER	%
Family day care	103	3.0	99	2.9	100	2.9	103	2.9
Home-based services	116	3.4	90	2.6	87	2.5	65	1.9
Mobile services	12	0.4	14	0.4	27	0.8	26	0.7
Centre-based services	1,909	55.8	1,964	57.1	1,983	57.4	2,056	58.4
Funded centre-based services	1,210	35.4	1,191	34.6	1,163	33.7	1,176	33.5
Funded mobile services	48	1.4	46	1.3	37	1.1	36	1.0
School-based services	21	0.6	36	1.0	55	1.6	55	1.6
<b>Total</b>	<b>3,419</b>	<b>100</b>	<b>3,440</b>	<b>100</b>	<b>3,452</b>	<b>100</b>	<b>3,517</b>	<b>100</b>
Estimated total licensed capacity (places per day)	150,776		154,351		135,238 <sup>1</sup>		146,795	

Note:

<sup>1</sup> The NSW Government Licensing System introduced in 2009–10 does not capture information about the capacity of each family day care scheme. This is because the *NSW Children's Services Regulation 2004* does not require this information as part of a scheme's approval, or on an ongoing basis. Therefore the capacity of family day care schemes has been excluded from the estimated total "licensed" capacity. However, indicative figures from previous years indicate that there are approximately 3,700 family day carers registered with family day care schemes across NSW, and each carer can offer care to up to seven children, giving an estimated total of up to 25,900 places per day.

Therefore, data for 2009–10 are not directly comparable to those of previous years.

Source: Children's Services Information System Annual Statistical Extract 2010–11.

## Funded children's services

SERVICES	2007–08		2008–09		2009–10		2010–11	
	NUMBER	%	NUMBER	%	NUMBER	%	NUMBER	%
Centre-based services	1,210	75.2	1,191	75.2	1,163	75.9	1,176	81.0
Mobile services	69	4.3	67	4.2	37	2.4	36	2.3
Vacation care	246	15.3	242	15.3	244	15.9	166	11.1
Early childhood services	84	5.2	83	5.2	88	5.7	84	5.6
<b>Total</b>	<b>1,609</b>	<b>100</b>	<b>1,583</b>	<b>100</b>	<b>1,532</b>	<b>100</b>	<b>1,462</b>	<b>100</b>
Estimated total licensed/funded capacity (places per day) <sup>1</sup>	45,957		45,477		45,342		42,978	

Note:

<sup>1</sup> Vacation care and early childhood services are not recorded on the information system as having a licensed capacity, because these service types are not licensed.

Source: Children's Services Information System Annual Statistical Extract 2010–11.

# Prevention and early intervention

## CONTINUED

The Council of Australian Governments (COAG) agreed National Quality Framework is scheduled to apply to all long day care, family day care, preschool and outside school hours care services from 1 January 2012. The framework aims to improve the quality of services provided to children, improve information provided to parents about the quality and rating of services and help streamline regulation and quality assessment systems across Australia.

On 1 January 2011, a 1:4 staff-to-child ratio was introduced for children aged under two years in centre-based and mobile services in NSW. This new ratio was introduced along with other changes to the *Children and Young Persons (Care and Protection) Act* and *Children's Services Regulation* aimed at reducing administration, increasing operational flexibility for service providers and providing a smoother transition to the National Quality Framework.

Children's Services worked with service providers to improve and increase knowledge and awareness about the *Children's Services Regulation*, including procedures to support the safety and wellbeing of children attending services, such as accurate recording of children's daily arrival and departure.

The centralised Children's Services telephone and email inquiry service recorded an average of 73 calls and 22 emails a day and provided a point of contact for members of the public and licensed providers with questions.

The children's services sector was informed about regulatory

changes and policy reforms through online updates, letters and a quarterly newsletter.

In February 2011, the Children's Services IT system was improved, providing a more sophisticated way of recording and reporting on compliance activities and outcomes.

In 2010–11, prosecutions were taken against five defendants representing four children's services for a total of 14 offences. This resulted in the court awarding \$39,500 in penalties. Information about all convictions is available at [www.community.nsw.gov.au](http://www.community.nsw.gov.au)

The preschool investment and reform plan is creating an additional 5,250 new preschool places for an extra 10,500 children and aims for all children in NSW to attend preschool for two days a week in the year before they start school, with the NSW Government committing \$29.8 million to services.

Community Child Care Co-operative and CareWest now provide development and support services to preschools to help increase places – 2,507 spots have been established, with plans for a further 6,738 places approved.

A higher rate of funding is given to services with children from low-income Aboriginal and CALD families and those in remote or disadvantaged areas. This has resulted in significant increases in preschool participation by Aboriginal children and children from low-income families.

In 2010–11, \$13.1 million were invested through Supporting Children with Additional Needs to help children with special needs access preschool, vacation care and occasional care services. This funding provided support for children with an identified disability or with an Aboriginal or CALD background.

*"My job can be challenging at times, but I love the fact I'm making a big difference by acting quickly in difficult situations. It's great knowing that we help children, young people and families by always providing a high quality service, no matter the time of day or night!"*

– Melissa, Crisis Response team caseworker



## Children 0–5 years in NSW accessing funded licensed children's services

	2007–08	2008–09	2009–10	2010–11
<b>All children</b>				
No. of children 0–5 years attending funded licensed children's services in NSW	66,797	87,470	86,222	93,502
Total NSW population 0–5 years	525,836	526,720	544,533	594,871
Children 0–5 years in NSW accessing funded licensed children's services	12.7%	16.6%	15.8%	15.7%
<b>Aboriginal children</b>				
No. of Aboriginal children 0–5 years attending funded licensed children's services in NSW	3,181	3,649	4,179	4,410
Total NSW Aboriginal population 0–5 years	20,755	20,755	20,755	20,755
Aboriginal children 0–5 years in NSW accessing funded licensed children's services	15.3%	17.6%	20.1%	25.1%
<b>CALD children</b>				
No. of CALD children 0–5 years attending funded licensed children's services in NSW.	12,341	11,756	12,362	12,948
Total NSW CALD population 0–5 years	113,318	111,611	111,611	111,611
CALD children 0–5 years in NSW accessing funded licensed children's services	10.9%	10.5%	11.1%	11.6%

Source: Children's Services Information System Annual Statistical Extract, Information Management Branch. ABS 2006 Census of Population and Housing, ERP June 2010.

Note: Prior to 2010–11, information relates to children aged 0 to 5 years attending funded licensed children's services during one survey week in August each year. In 2010–11, survey data are based on a representative fortnight.

## Number of children with special needs accessing funded licensed services<sup>1</sup>

	2007	2008	2009	2010
No. of children from low-income families for whom fees were reduced <sup>2</sup>	11,617	23,978	25,543	24,547
No. of children from special needs group <sup>3</sup>				
Aboriginal children	3,181	3,649	4,179	4,410
Children from cultural and linguistically diverse (CALD) background	12,341	11,756	12,362	12,948
Children with a disability	5,218	4,642	4,492	5,057

### Notes:

1 Prior to 2010–11, information relates to children aged 0–5 attending funded licensed children's services during one survey week in August each year. In 2010–11, survey data is based on a representative fortnight.

2 The definition of low-income families was revised in 2008. Low-income families are now defined as those who have a Health Care card. Previous annual data on low-income families are not directly comparable with 2008 and subsequent years.

3 These categories are not mutually exclusive.

Source: Children's Services Information System Annual Statistical Extract 2010–11.

# Keeping children safe

In NSW, the safety and wellbeing of children and young people is a shared responsibility across the government, the non-government sector, parents and community, allowing caseworkers to concentrate on the most serious child protection cases.

Statutory child protection aims to ensure that children and young people are safe following intervention. Significant changes to the child protection system have shifted the way mandatory reporters assess and report child protection concerns, and this is addressing the high level of reporting to the 24-hour Child Protection Helpline.

Caseworkers are assisted by NSW Police, NSW Health and other agencies and handle the most serious cases of abuse and neglect. The response may include intensive casework and referral to support services such as counselling or family therapy. Children and young people may need foster or relative care to keep them safe from harm.

## STATUTORY CHILD PROTECTION

Child Protection Helpline reports are assessed to determine if they reach the statutory reporting level of risk of significant harm (ROSH) to the child or young person and then assigned a priority response level and forwarded to the local Community Services Centre (CSC) or Joint Investigation Response Team (JIRT) for action. Any immediate threat to safety is addressed.

In 2010–11, 215,272 reports were received from mandatory reporters such as police, teachers, child care and health workers, as well as from the general public.

This was a reduction of 15.9 percent, reflecting changes to the reporting threshold.

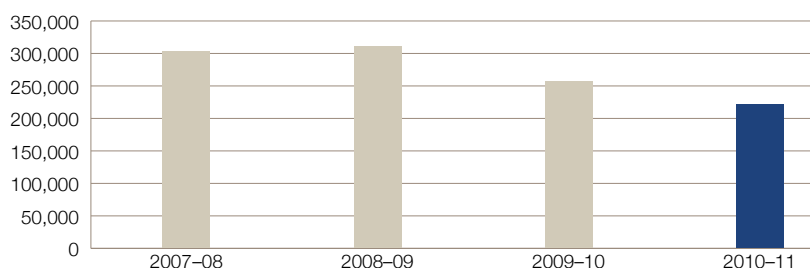
The new higher ROSH statutory reporting threshold introduced in January 2010 means that only children deemed at risk of significant harm are required to be reported to Community Services. Where the risk falls below this threshold, government and NGOs are supported to work with vulnerable children, young people and their families, including arranging suitable referrals to address issues of concern.

Aboriginal children and young people are still over-represented,

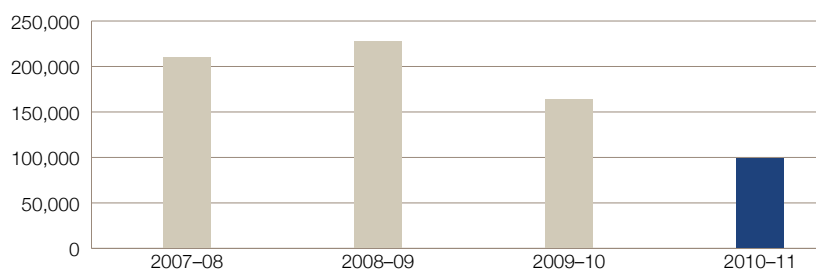
with domestic violence, alcohol and drug abuse remaining key risk factors identified in reports. Infants under one year old are also more likely to be the subject of a report.

The National Framework for Protecting Australia's Children is a 12-year (2009–20) reform program that recognises the need for a national approach to child protection. Both Keep Them Safe and the National Framework focus on the importance of early identification of the needs of vulnerable children and families and the importance of early intervention through universal and targeted services.

### Child protection/child and young person concern reports



### Child protection reports referred for further assessment/ROSH report



### Children and young people who were the subject of a report referred for further assessment/ROSH report

	2007-08	2008-09	2009-10	2010-11
Rate per 1,000 children and young people who were the subject of a report requiring further assessment	65.7	71.1	55.4	37.3

Source: Corporate Information Warehouse annual data, Information Management Branch.

In line with these national priorities and as part of the Common Approach to Assessment, Referral and Support Taskforce, we have been working with the Australian Research Alliance for Children and Youth and the Commonwealth. We are developing a common approach to assessment, referral and support to improve early identification of needs of at-risk children and their families by universal and secondary prevention services and to better promote timely referrals and shared responsibility.

This initiative is one of 12 national priorities planned during the first three-year period of the National Framework for Protecting Australia's Children. A 12-month trial of the common assessment approach at four sites nationally will include the Interrelate Family Centre in Lismore, a not-for-profit family relationship and counselling provider. The trial is expected to begin later this year.

## INTAKE AND ASSESSMENT

The Community Services Child Protection Helpline provides a 24-hour, seven days a week system for receiving reports about children and young people who may be at risk of significant harm due to physical, sexual or emotional abuse or neglect. Members of the community, together with mandatory reporters, can make these reports. In 2010–11, the helpline handled over 166,700 contacts (calls, faxes and eReports), with calls answered within an average of three minutes and 49 seconds. The helpline has a set target to answer calls within an average of three minutes.

Helpline caseworkers assess information to determine whether the matter reaches the threshold of at risk of significant harm, record the issues and apply the criteria in *Children and Young Persons (Care and Protection) Act*

1998, s. 23. Information is entered onto KiDS, our client information system. More than 45 percent of reports were ROSH reports referred for further assessment.

The helpline aims to send feedback letters (usually by email) to all mandatory reporters within 72 hours of receiving a report – regardless of whether a report meets the risk of significant harm threshold or not. The reporter then knows if the child or young person and their family have been referred to a caseworker at a CSC, or if they need to offer appropriate referrals and alternative support.

A total of 7,480 reports were made via the eReporting system compared to 1,821 reports received in 2009–10. eReporting allows reporting of non-imminent risks through a secure website. Online reporting is now available to staff at public and Catholic Education schools, NSW Police, NSW Health, Juvenile Justice and FACS.

The helpline's After Hours Crisis Response team specialises in emergency intervention to families who are in crisis situations after hours. In 2010–11, the team received 9,739 referrals – an increase of 33 percent from 2009–10.

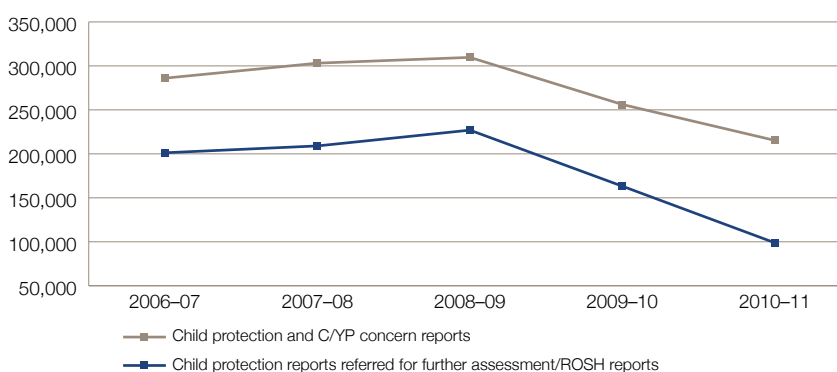
## JOINT INVESTIGATION RESPONSE TEAMS

Joint Investigation Response Teams (JIRTs) investigate child abuse reports that may involve a criminal offence, bringing together professionals from Community Services, NSW Police and NSW Health. The teams link the risk assessment and protective intervention of caseworkers with the criminal investigation powers of police and diagnostic or therapeutic services of health workers. This means that children receive an integrated service and do not need to recount their experiences repeatedly to different agencies.

In 2010–11, 4,249 child protection reports were referred to these teams – 29 percent in metropolitan areas and 71 percent in regional/rural areas.

The JIRT Referral Unit (JRU) is the central intake unit for acceptance of referrals into the JIRT program. The JRU is staffed by representatives of the three agencies, and together managers assess each referral against JIRT criteria. This process frees up local JIRT units to focus on protective and investigative intervention.

### Risk of significant harm (ROSH) reports



Source: KiDS – Corporate Information Warehouse annual data.

Produced by: NSW Community Services, Information Management Branch.

# Keeping children safe

CONTINUED

Local planning and response procedures were implemented across all JIRT locations to provide a systematic and well coordinated response to each child or young person requiring a JIRT intervention.

This year, an audit of JIRT cases examined agency coordination and information sharing in line with Keep Them Safe recommendations and principles to support improvements in interagency responses to serious concerns about children and young people.

## FAMILY CASE MANAGEMENT

During the year, more than 77 families participated in the interagency Family Case Management pilot, which assists children and families where at least one child or young person is at risk of harm and likely to be frequently encountered by government departments and non-government organisations providing multiple services.

We worked with NSW Health to develop a new model of care. Keep Them Safe Whole Family teams have begun working with families, carers and children where carers have mental health and/or drug and alcohol problems and parenting difficulties and there are child protection concerns. Pilot services are underway in Gosford, Peninsula, Wyong, Lakes, Charlestown, Nowra and Lismore.

## JIRT referrals

	NUMBER OF REFERRALS ACCEPTED
Sydney JIRTs	1,562
Non-Sydney JIRTs	2,687
<b>Total</b>	<b>4,249</b>

Source: JIRT Referral Unit Database, 2010–11.

## ABORIGINAL CHILD PROTECTION

Protecting Aboriginal Children Together (PACT) is a new Aboriginal child protection consultation model being piloted in NSW to find better ways of keeping Aboriginal children safe. In partnership with the Aboriginal Child, Family and Community Care State Secretariat (AbSec), we conducted extensive consultation with Aboriginal and non-Aboriginal peaks to establish an agreed service model for NSW, based on the Victorian Lakidjeka service.

PACT services focus on practical ways of working with Aboriginal communities and organisations to determine the best ways of keeping Aboriginal children safe.

Service provision guidelines are being finalised along with training for Aboriginal NGOs and our own staff. Pius X Aboriginal Corporation at Moree and Illawarra Aboriginal Corporation at Shellharbour will commence operation later in the year.

More than 154 children took part in services or received support from an Aboriginal Intensive Family Based Service (IFBS) in 2010–11. These services provide a time-limited, home-based support program for Aboriginal families where children are at risk of entering OOHC, or are in care with a restoration plan in place.

There are now nine Community Services-managed IFBS sites at Newcastle, Mt Druitt, Redfern, Casino, Dapto, Campbelltown, Bourke, Kempsey and Wyong, with four more to be established and managed by Aboriginal NGOs over the next five years in areas where there are high numbers of child protection reports involving Aboriginal children and young people.

Community engagement guidelines help to ensure that services work with families in a consistent way and referral e-form procedures are incorporated into KiDS to assist casework for Aboriginal children and families.

Aboriginal families also have a dedicated referral pathway into the Brighter Futures early intervention program. Vulnerable families referred by the NSW Aboriginal Maternal and Infant Health Strategy are also given priority access to early intervention support through the Brighter Futures Program.

Work continued with Aboriginal Affairs NSW to carry out the Safe Families program, which is part of the Interagency Plan to Tackle Child Sexual Assault in Aboriginal Communities 2006–11 and aims to tackle Aboriginal child sexual assault through community development, child protection, early intervention and prevention and risk reduction strategies. Our caseworkers are key team members along with health workers and community engagement officers.

## IMPROVING POLICIES AND PROCEDURES

Policies updated during the year included the Sibling Safety Policy (March 2011) and Responding to Prenatal Reports Policy (updated June 2011 in conjunction with NSW Health).

We are also leading the development of Child Wellbeing and Child Protection – NSW Interagency Guidelines, which provide information and guidance to all organisations involved in the delivery of child wellbeing and child protection services. The guidelines are being updated with new sections on engaging children, young people and families, a guide to court processes involving children and young people, roles and responsibilities and prevention and early intervention strategies.

A second edition of the Mandatory Reporter Guide was published in December 2010, with further improvements to be incorporated into a revised third edition expected later in 2011.

Practice procedures for caseworkers are regularly reviewed, updated and published online. During the year, work began to make procedures, tools and forms more accessible and readable online.

Structured Decision Making® (SDM) tools have been introduced to promote consistency in decision-making when reporting, screening or assessing child protection concerns.

A trial of the Safety, Risk Assessment and Risk Re-assessment Tools was conducted in the second half of 2010, and a casework manual was revised for the staggered statewide implementation of the tools, which started at the end of 2010–11.

Six-month trials of both the SDM Family Strengths and Needs Assessment (to assist in case plan development) and the Restoration Assessment Tools (used to structure critical case management decisions regarding restoration of children and young people in statutory care) were undertaken, with a review to be completed in 2011–12.

Carer and Placement Support Assessment Tools assess the ability of an authorised carer to meet specific child needs and the need for additional support, training and/or monitoring and the safety of a child at the time of placement. Customisation of these tools is underway and will be considered for trial in the context of the transfer of out-of-home care to the non-government sector.

During the year, work focused on strengthening interagency collaboration and building partnerships with local services and agencies, implementing Keep Them Safe changes, improving regional business planning and meeting goals outlined in Regional Commitment of Service Plans.

Regional quality councils help to drive continual practice improvement through monthly or bi-monthly meetings, while a range of projects and pilots helped improve local responses to child protection and out-of-home care.

An extra consultancy position was created to support Aboriginal caseworkers at Intensive Family Based Services. New drug and alcohol and domestic violence intranet sites for frontline staff were also introduced. This service will also be offered to NGOs providing new Aboriginal intensive family-based support.

During the year, 24 Community Service Centres participated in reviews which look at the way they function across their workforce, systems, culture and practice. CSCs have development plans which guide improvements in key areas, as well as strengthening general service and function of the centres.

Casework Specialist Services continued to provide direct practice support to field staff through group and individual coaching, case practice reviews and consultations, with new recruits undertaking the Caseworker Development Program.

Practice solution sessions for all casework staff are held weekly to address topics like legislative changes, information exchange, mandatory reporting guidelines and supported care.

Improved information sharing between states and territories is assisting in the prevention of child abuse and neglect and in the support provided to victims and their families. This initiative is one of 12 national priorities under the National Framework for Protecting Australia's Children 2009–20. The agreements with Medicare Australia and Centrelink enable our staff to obtain information regarding the health status of children, young people and their families. A similar protocol with the Child Support Agency will begin in late 2011. Discussions about the protocol have also begun with the Department of Immigration and Citizenship.



# Keeping children safe

## CONTINUED

During the year, we played an active role in changes to Children's Court procedures and processes which included simplifying procedures for bringing care applications and providing all relevant information, in the early stages of proceedings, to the court and other parties.

As part of a working group with other legal stakeholders and the Children's Court Clinic, we also helped to simplify and standardise terms used in an assessment order made by the Children's Court.

Work continued with the Family Court of Australia in implementing Project Magellan in NSW. Project Magellan continues to help in child protection cases where allegations of serious physical or sexual abuse are raised during Family Court proceedings, with work underway to extend the boundaries of the project. Project Magellan, a partnership between us, the Family Court of Australia, Legal Aid, the Law Society and NSW Police, operates from the Sydney, Parramatta and Newcastle Registries of the Family Court of Australia and in all CSCs in the Sydney metropolitan area, plus the Hunter and the Central Coast.

Staff were encouraged to make greater use of warrants when removing children at immediate risk of serious harm, while other work focused on simplifying the application process and prioritising applications for warrants under the *Children and Young Persons (Care and Protection) Act*.

The Special Commission of Inquiry into Child Protection Services in NSW recommended a review of the power of the Children's Court to make contact orders in matters where there is no realistic possibility of restoration to the parents. Following the work done by an expert working party, a number of consultations took place and an issues paper will inform further discussions.

## ALTERNATIVE DISPUTE RESOLUTION

During the year, we contributed to, and in some cases led, the development and trial of a number of alternative dispute resolution pilots and trials across NSW in response to recommendations from the Special Commission of Inquiry into Child Protection Services in NSW to explore alternatives to contested court proceedings. As part of the focus on alternative dispute resolution, legal officers have completed training in alternative dispute resolution.

Pilots and trials underway include:

- dispute resolution conferences introduced in February 2011 across NSW
- a trial of family group conferencing in Sydney and the far north coast, aimed at diverting the case from future proceedings, with an evaluation due in late 2011
- a court-referred external mediation pilot being trialled at Bidura, led by Legal Aid and to be evaluated in late 2011.

We continued to work with the Department of Attorney General and Justice, Legal Aid and the Children's Court to pilot the Aboriginal Care Circle Project in Nowra to better meet the needs of Aboriginal families in the Children's Court system by allowing community involvement to inform decision-making around care orders.

During the year, six families participated in nine care circles which use different dispute resolution to engage Aboriginal families where a finding has been made that the child or young person is in need of care and protection. An evaluation of the Care Circle Project reinforced the project's value and cultural relevance to Aboriginal families. Planning is underway to extend the project to Lismore.

# Supporting children in care

Children who experience serious neglect and abuse and who can't live at home safely and children whose families might be unable to care for them are placed in out-of-home care (OOHC). This may be with relatives (kinship care) or foster parents, or sometimes in residential care or independent living arrangements.

The decision to remove a child is not an easy one, and we must have sufficient evidence to satisfy the Children's Court.

We are working with the non-government sector to improve outcomes for children and young people in care and to create a stronger service system with the right mix of services at a cost that is sustainable. Work is also underway for the transfer of OOHC service provision to NGOs in line with the recommendations of the Special Commission of Inquiry.

## CHILDREN AND YOUNG PEOPLE IN CARE

Children and young people in care do best in well-functioning and stable placements where their education, health, social, cultural and emotional needs are met. We aim to ensure maximum use of permanency planning provisions so children and young people have long-term stability when they cannot live at home.

A key focus is to ensure that children are developing well with quality care and support. This is done through a range of placement options including foster care, kinship care and residential care, as well as through carer support and in partnership with education and health organisations.

### Children and young people in out-of-home care as at 30 June each year

	2008	2009	2010	2011
No. of children	14,667	16,524	17,400	17,896
Rate per 1,000 children and young people	9.1	10.2	10.7	10.9

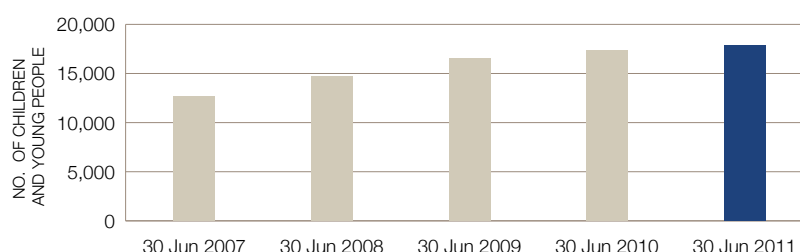
Source: 1 KIDS Corporate Information Warehouse annual data.  
2 ABS ERP NSW by age and sex as at 30 June 2007–10.  
3 ABS 2006 Census of Population and Housing, NSW LGA.  
Produced by: Information Management branch.

### Actual annual expenditure per child in out-of-home care

	2007–08	2008–09	2009–10	2010–11
Annual actual expenditure (\$'000)*	463,890	552,449	641,519	700,561
Cost per child in out-of-home care at 30 June (\$)	31,628	33,433	36,869	39,146

\* This figure is not adjusted for inflation to real dollars.  
Source: 1 Financial data collection, Finance and Administrative Services.  
2 KIDS/MDS – Corporate Information Warehouse annual data.  
Produced by: Information Management branch.

### Children and young people in out-of-home care



Source: KIDS/MDS – Corporate Information Warehouse annual data.  
Produced by: NSW Community Services, Information Management branch.

Most children in care are placed in relative or kinship care, or general foster care. Those with complex support needs may require a higher level of care through an intensive foster care service or residential service.

Along with NGOs and other government agencies, we provide a range of services and support including assessing the needs of children, monitoring and reviewing placements, assessing, training, authorising and supporting

carers, and providing kinship and foster care, residential care and adoption services.

As at 30 June 2011, there were 17,896 children and young people in OOHC – an increase of 2.9 percent since 30 June 2010. Aboriginal children represent 33.9 percent of children and young people in care.

# Supporting children in care

## CONTINUED

We aim to place Aboriginal and Torres Strait Islander children with extended family or members of the wider Aboriginal community so they can maintain their culture, in line with the legislative Aboriginal and Torres Strait Islander Child Placement Principles.

During the year, more than 81.3 percent of Aboriginal and Torres Strait Islander children in care were placed with a relative or Aboriginal carer as at 30 June 2011.

An issues paper on strategies to increase the use of sole parental responsibility orders in NSW was released for consultation with non-government stakeholders. Responses to the issues paper are now being considered. Sole parental responsibility orders are a permanency planning option that may suit some children and young people in out-of-home care better than adoption or long-term foster care.

## REFORMING OUT-OF-HOME CARE

Key reforms aim to improve the outcomes for children and young people entering and remaining in care by creating a stronger mix of sustainable out-of-home care services.

Where safety is not an issue, strengthening and expanding early intervention services and supporting restoration through programs such as family supervision arrangements will reduce the number of children who enter and remain in OOHC.

Transferring case management to NGOs funded by us is a key strategy to promoting a sustainable out-of-home care system, with a focus on better health, education and wellbeing

outcomes for children in care. Currently, more than 1,200 children and young people are case managed by NGOs.

In line with the Special Commission of Inquiry into Child Protection Services in NSW the government is committed to the transition of OOHC to the non-government sector. This transfer needs to occur in a way that is beneficial for children and young people and sustainable for the NGO sector and the government.

To inform this process, a joint non-government and government Ministerial Advisory Group was announced to help guide the transfer of OOHC services to the NGO sector. The Ministerial Advisory Group will be co-chaired by the Chief Executive of the Association of Children's Welfare Agencies (ACWA) and the Director General of FACS.

An intergovernmental OOHC Taskforce was also established to support improvements in contractual arrangements and held its first meeting in June 2011.

In 2010–11, contract reform work progressed to ensure payments to NGOs better reflect service use. The NGO Contract Reform Consultative Group considered the way general foster care and residential costing models are developed and applied both now and into the future, compared costs to manage out-of-home care placements and further reviewed caseload benchmarks in out-of-home care and a common assessment tool for children entering care in NSW.

A caseload benchmark project helped define and establish benchmark caseloads for statutory and supported care. Benchmarks for OOHC unit costs were

developed for service models, and a forecasting model was developed for updating cost forward estimates in out-of-home care.

The OOHC Taskforce will guide further work on OOHC contractual arrangements. The Ministerial Advisory Group will guide further work on how the OOHC system can be reformed to better support children and young people.

In partnership with AbSec, work continued on the Aboriginal OOHC Service Capacity-building Initiative to help Aboriginal organisations become effective and sustainable providers of OOHC for Aboriginal children and young people.

In 2010–11, six of the seven organisations continued to receive more funding under the three-year strategy which began in 2007–08 and which aims to double the number of OOHC placements for Aboriginal children and young people in NSW. In September 2010, the seventh organisation was approved for growth funding for case management.

In 2010, work began to support existing Aboriginal organisations not currently providing OOHC to become OOHC service providers in the future.

Four Aboriginal NGOs will receive funding of up to \$3.2 million over two years to provide family preservation and foster care recruitment and support services. During the two years, each of the NGOs will be working to gain OOHC accreditation through the Office of the Children's Guardian.

## ACCREDITATION, STANDARDS AND QUALITY IMPROVEMENT

In December 2010, Community and Disability Services Ministers across Australia endorsed a set of 13 National Standards for OOHC that will be gradually implemented from July 2011, with the first public reporting in 2012. These standards also form the 12 national priorities planned during the first three-year period under the National Framework for Protecting Australia's Children 2009–20. These standards will help to ensure that children and young people are provided with a consistent standard of care, regardless of where they live in Australia, as well as put in place a nationally consistent data collection and reporting framework. By 2015, there will be 22 measures reporting against the full set of national standards.

Accreditation for providers of OOHC (following the end of the current accreditation to 2013) requires practice improvements assessed against standards through annual progress reports and participation in case file audits. We continue to participate in the Children's Guardian Accreditation and Quality Improvement Program. The Guardian assesses our progress against the NSW Standards for Statutory Out-of-Home Care.

Based on audit results and feedback from the Children's Guardian, a case planning framework, procedure and case plan template have been developed to support staff capacity to meet case planning requirements established by the standards. Staff training in case planning requirements is expected to begin in July 2011.

A review of out-of-home care policies and procedures was completed in 2010 and work

began on streamlining the procedures. Strategies to improve practice around relative and kinship carer assessment, training and support are being developed.

During the year, 50 Community Service Centres were briefed in preparation for the 2011–12 audit process and caseworkers were assisted during on-site assessment visits by the Children's Guardian.

A behaviour and needs assessment tool is being trialled to assess the factors which determine the level of care to best meet the needs of a child or young person entering out-of-home care. This tool will improve the transparency, consistency and cost effectiveness of placement decisions, as well as improve matching placements with the specific needs of a child or young person. Reaching agreement on a common framework for making placement decisions is an important milestone in transitioning out-of-home care to the NGO sector. The tool was being trialled from July to September 2011 and is expected to be introduced in 2012.

During the year, a policy proposal was drafted for assisting unaccompanied children under 16 years who are in a specialist homelessness service, regarding the type of assistance provided by us to these children and young people.

## SUPPORTING CARERS

In 2010–11, we recruited, assessed, trained and authorised 328 new foster carers.

Carerlink, a web-based application designed to help process all foster care applications, allows people to apply online at a time that suits them. During the year, Carerlink's operation was strengthened with new online training and support to new and existing Carerlink users.

A toll-free number allows potential applicants to speak to

someone about the process of applying and find out more about what it means to be a carer.

The Fostering NSW campaign, run in partnership with peaks and 22 non-government foster care organisations, launched in April 2010 to drive potential new carers to the Fostering NSW website [www.fosteringnsw.com.au](http://www.fosteringnsw.com.au). As at 30 June 2011, there were 18,091 visits to the website and 1,767 calls to the call centre – 1800 2 Foster. Plans are underway with ACWA, which will continue this campaign work.

Foster care recruitment resources are available to Aboriginal, Greek, Vietnamese and Arabic communities. Three foster carer recruitment initiatives targeting the Arabic-speaking, African and Greek communities began in November 2010. An evaluation is due in late 2011. Our work includes strategies to support ongoing recruitment of Aboriginal carers and carers for children with a disability.

The carer recruitment project leadership group provides coordination and direction on recruitment and authorisation of foster carers with membership including ACWA and AbSec.

Improving support for carers strengthens the quality and stability of placements and supports better life outcomes for children and young people in their care. Children in care who have experienced serious abuse and neglect face incredible challenges and often need tailored support services to meet their needs.

This year, significant work took place to improve support and training for foster and kinship carers and encourage increased participation in carer peer support groups. Work also focused on supporting Aboriginal kinship and foster carers and improving their access to support, especially for carers in remote and regional communities.



# Supporting children in care

## CONTINUED

We fund and work with AbSec, Connecting Carers NSW, Link Up and CREATE to deliver tangible support, training, counselling, advocacy, resources and advice to more than 4,000 carer families across NSW.

Connecting Carers NSW offers structured peer support, training and network activities, as well as a 24-hour telephone support line for carers.

Foster care advisory groups in all regions continue to give foster carers and staff an opportunity to talk through issues and strengthen support and partnership.

This year, support initiatives included:

- publishing 'Caring for kids – a guide for foster, relative and kinship carers', a new resource providing information for carers about their roles, responsibilities, entitlements and relevant policies
- a new carer information sheet to enable staff to provide localised contacts and support information as well as the Support For You brochure available online
- a one-day statewide meeting of Regional Foster Care Advisory Group (RFCAG) representatives in June 2011, bringing together 60 representatives to share and discuss issues, solutions and initiatives to improve support for foster and kinship carers
- training for RFCAG representatives on their role and responsibilities
- amendments to the RFCAG terms of reference across regions to include AbSec representation.

A quarterly magazine, *Fostering our Future*, delivered news, advice and contact information to more than 2,400 carer families, with distribution extended to include all authorised kinship carers.

The Our Carers for Our Kids training package continued to deliver culturally appropriate training for new Aboriginal carers, while the Muslim Foster Care Program helped to recruit and support carers to provide culturally appropriate placements for children entering OOHHC.

AbSec continues to provide support and advocate for carers of Aboriginal children and is funded by us specifically to establish more Aboriginal carer support groups across NSW and increase participation in these groups. Several new Aboriginal carer groups have been established in western and southern NSW, and this work will continue.

Fourteen Aboriginal carer 'leaders' completed a training pilot aimed at giving carers an active role in delivering training to other Aboriginal carers and to actively encourage participation in support groups. This leadership training role will happen across regions in 2012.

New culturally relevant support resources were developed following consultation with Aboriginal carers in urban and regional areas. The *Raising Them Strong* DVD, booklet and topic cards provide practical information and advice on topics including health, education, family contact, loss and grief and where to find support. Distribution will take place in July 2011.

This year, cultural training for authorised non-Aboriginal carers of Aboriginal children was delivered to

our staff across the regions.

The cultural training was developed by ACWA to complement Shared Stories Shared Lives training and aimed at assisting non-Aboriginal carers to understand the importance of meeting the cultural needs of Aboriginal children and young people in care.

A review of allowances and contingencies paid to carers was undertaken, including a comparison with payments in other Australian jurisdictions. Payments to carers in NSW are among the most generous in Australia. A number of options for ensuring that allowances and contingencies are well targeted and cost effective are under consideration.

As a result of recent changes to the Child Care Rebate by the Commonwealth Government, we asked all carers to ensure that the Child Care Rebate is paid directly to the child care service provider to offset fees. We will reimburse carers for the full costs of child care after the Child Care Benefit and Child Care Rebate have been applied.

This year, changes to Supported Care Allowance assessments were introduced to ensure only children who are in need of care and protection and are unable to safely remain with their parents receive the allowance. Changes made to the *Children and Young Persons (Care and Protection) Act 1998* legislation about when this allowance can be paid apply to all supported carers.

Carers who receive the Supported Care Allowance were advised of the changes to the eligibility criteria which may affect them.

The Supported Care 'No Order' Project is transitioning existing supported care where there are no order arrangements to align with the new legislative



## NSW out-of-home carer payment rates (fortnightly)

ALLOWANCE	AGE GROUPS	2008–09	2009–10	2010–11
<b>Care</b>	0–4	\$395	\$403	\$413
	5–13	\$443	\$452	\$463
	14–17	\$595	\$607	\$622
<b>Care + 1</b>	0–4	\$591	\$603	\$618
	5–13	\$665	\$679	\$696
	14–17	\$891	\$910	\$933
<b>Care + 2</b>	0–4	\$782	\$798	\$818
	5–13	\$877	\$895	\$917
	14–17	\$1,177	\$1,202	\$1,232

## Adoption orders

	2007–08	2008–09	2009–10	2010–11
Out-of-home care adoptions	22	30	48	45
Local adoptions	15	20	13	14
Step-parent adoptions	10	9	16	33
Special case adoptions	2	3	2	1
Relative adoptions	3	-	-	1
Intercountry adoptions	73	93	78	70

Source: KIDS – Corporate Information Warehouse annual data.

provisions. Following a trial looking at pre-proclamation cases, new assessment and review procedures were introduced statewide.

## ADOPTION AND PERMANENT CARE

Adoption or permanent care can give a child a sense of security and belonging to a family when they cannot remain with their birth or extended family.

We provide adoption services within four key programs comprising:

- OOHC
- local adoption and permanent care including special needs, intrafamilial and special case adoption
- intercountry adoption
- post-adoption.

Where it has been assessed that children are not able to live with their parents or extended family, permanency is achieved

for children through adoption. During the past four years, the numbers of adoption orders made for children in care has more than doubled. As at 30 June 2011, there were:

- applications for the adoption of 18 children under Parental Responsibility of the Minister before the court awaiting determination
- 118 children where an application is being prepared for court following assessment and approval by us
- 194 children for whom the suitability of adoption is currently being assessed
- 226 children where an inquiry has been received about commencing the process of exploring adoption.

In 2010–11, 48 birth parents were counselled about adoption and permanent care alternatives. The program is holding 189

expressions of interest in local adoption. As at 30 June 2011, there were 38 families approved and awaiting placement of a child through the program.

While the Commonwealth Government now manages overseas adoption programs, we are responsible for processing intercountry adoption applications that are sent to overseas countries. As at 30 June 2011, 420 families made up the intercountry adoption program caseload, which includes 42 families being assessed, 266 families with a file overseas awaiting an adoption proposal and 21 families who have received an adoption proposal and are awaiting their notice to travel. In total, 53 families have been allocated a child in the past year and 94 families are receiving post-placement support.

In 2010–11, 45 children arrived in NSW with their adoptive family, and 70 intercountry adoption orders were made. The number of intercountry adoptions and applications lodged in NSW continues to decline, while a steady withdrawal rate of intercountry adoption applications is becoming evident.

During the year, we contributed to the review of National Minimum Principles in Adoption, which will contribute to greater consistency across states and territories. The revised principles will be submitted to the Community and Disability Services Ministers for endorsement.

Under the Commonwealth State Agreement for the Continued Operation of Australia's Intercountry Adoption Program, we have contributed to a working party on the harmonisation of adoption legislation and practice and investigation of alternative models for the operation and administration of intercountry adoption in Australia.

# Supporting children in care

## CONTINUED

We continued to fund the Post Adoption Resource Centre to provide information, assistance and support to people who were adopted and members of their birth and adoptive families.

Our Adoption Information Unit released identifying information (names and dates of birth) to 707 people, allowing them to search for family members. A total of 635 people received social and medical information about other parties to their adoptions from our adoption records.

A total of 258 families with an adopted person under the age of 18 received ongoing support including a range of specialist mediation and referral services. At 30 June 2011, there were 29,880 people registered on the Reunion and Information Register, with 176 people matched and contact mediated this year.

In March 2011, we provided a submission to the Senate Community Affairs Committee Inquiry, *Commonwealth contribution to former forced adoption policies and practices*. The NSW submission provided some historical context on former adoption practices and the influence of Commonwealth policies and programs. The Senate Committee is expected to report later in the year.

## CHILDREN AND YOUNG PEOPLE RESTORED TO THEIR FAMILY

If possible, the possibility of restoration needs to be decided early and before any other permanent placement option is considered. A decision about restoration should take no longer than six months for non-Aboriginal children aged two

years or less, and 12 months for older children and young people.

Work continues to ensure that specific consideration is given to Aboriginal participation in decision-making, with the Restoration Decision-Making Guide, which forms part of the Permanency Planning guidelines, adapted to meet the identity and cultural needs of Aboriginal children.

A new initiative, the Short Term Court Order Family Preservation and Restoration Pilot, forms part of Keep Them Safe commitments to reduce the number of children who need to enter care and remain in care, and thereby develop a more sustainable OOHC system.

We are working with the Children's Court to reduce timeframes for court proceedings and improve the use of existing legislative provisions including parental supervision. By considering assessment and restoration at key points in the case management process, the pilot is encouraging more family restoration in appropriate circumstances.

Caseworkers provide intensive casework alongside NGOs which deliver intensive family preservation services to families at risk of having children enter foster care. The \$7.5 million funded pilot is working with up to 235 families in Raymond Terrace, Gosford, Central Sydney and Eastern Sydney over the next two years. An independent evaluation will be completed in 2013.

A trial of permanency planning for Aboriginal children aged two years and under and their siblings began in April 2011. The 12-month trial is taking place at Shellharbour, Central Sydney, Blacktown and Armidale.

## CHILDREN AND YOUNG PEOPLE WITH HIGH NEEDS

Some children and young people in OOHC have extremely challenging behaviours associated with a traumatic history and need access to specialist programs and supports.

NGOs provide special OOHC placements for these young people, including intensive foster care, intensive residential care and a small number of supported independent living placements, with around 816 placements in total.

Our Intensive Support Services provide intensive case management for high needs children and young people. Teams work closely with OOHC agencies which provide day-to-day care for this vulnerable group. Caseworkers coordinate the multiple agencies that are usually involved in supporting children and young people with complex needs through regular case planning and review.

Casework teams operate in Sydney, Wollongong, Gosford and Newcastle with outposted caseworkers in northern and western NSW. This year, regional panels conducted more than 5,000 reviews of placement and case plans for high needs children.

Last year, a new model of therapeutic secure care was developed for a small group of children and young people whose behaviours place them at extreme risk of harm to themselves and who cannot be safely managed in a less secure setting. Sherwood House, managed by us, is the only therapeutic secure care service in NSW and provides treatment and placement to five young people. The outcome research indicates

a significant reduction in self-harm and challenging behaviours for these young people.

Metro Intensive Support Services and Sherwood House were assessed as meeting OOHC standards by the Office of the Children's Guardian in the second half of 2010.

This year 118, children and young people who have complex care needs were assisted, including 21 new referrals. Ten young people left care during this period.

Our other initiatives in 2010–11 supporting children and young people with high needs included:

- partnerships with Taronga Zoo Sydney and Taronga Western Plains Zoo providing eight high needs young people with experience in animal handling and zoo keeping
- Alternate Care Clinic at Westmead Children's Hospital, a joint program with NSW Health delivering mental health services to high needs children in western Sydney
- immunisation clinics held jointly between High Street Youth Services and Metro Intensive Support Services
- partnership with the Juniperina Housing Accord established to provide housing and support services to young women (aged 16 to 21 years) at risk of reoffending and entering or re-entering Juniperina Juvenile Justice Centre
- Integrated Case Management Project for young offenders who have conditional bail and cannot be released from detention because they are homeless.

## IMPROVING EDUCATION, HEALTH AND MENTAL HEALTH OUTCOMES

A Charter of Rights booklet for children, young people and

carers was updated and reprinted to give children and young people information about their rights and encourage them to participate in decision-making.

Under Keep Them Safe, all children and young people entering OOHC receive a comprehensive health and development assessment within 30 days. The OOHC Health Screening and Assessment Pathway is led by NSW Health in partnership with us, and includes health screening, development of health management plans, health service intervention and review for children and young people entering statutory OOHC.

All children and young people in care are eligible to apply for a foster child health care card which offers cheaper prescription medicine and bulk-billed general practitioner visits, and reduces out of hospital medical expenses.

A partnership with Sydney Children's Hospital Randwick operates a screening clinic for children and young people in care and makes recommendations for further diagnostic work, treatment or specialist assessment. During the year, the clinic saw 46 children.

Under Keep Them Safe, each child and young person in statutory OOHC should have an individual education plan prepared for them within 30 days. We partner with the Department of Education and Communities to ensure that this happens. The Memorandum of Understanding between us and the Department of Education and Communities was revised to include the increased role of NGOs in delivering more OOHC services.

## AFTERCARE SERVICES

The *Children and Young Persons (Care and Protection) Act 1998* provides assistance for young people who are transitioning from OOHC to independent living. Assistance can include help to find accommodation,

undertake education and training, or access income support and healthcare. It may also include referrals to counselling services.

Online and printed information about leaving care, including Your Next Step, is available for young people, carers and OOHC agencies, and provides information about entitlements and support. During the year, we published *Leading The Way* to help carers prepare and support young people. Training is now offered to carers through Connecting Carers NSW to support their role in preparing young people for adult life.

Transitioning to independence is a key priority area under the National Framework for Protecting Australia's Children, and NSW is working closely with the Commonwealth Government to improve outcomes for young care leavers. NSW is contributing to the development of a nationally consistent approach to leaving care and a review of the Transition to Independent Living Allowance.

Wattle Place is a new statewide support service for any person who grew up in institutional care in NSW regardless of where they now live in Australia. Funded by us, it is now run by Relationships Australia NSW. Inquiries for support and assistance can be made on 1800 656 884.

During 2010–11, a new specialist unit was established to improve the processing of applications from care leavers wanting to access their personal information in our records. Specialist staff were also employed to identify and prioritise for indexing surviving historic Community Services records which mention mature age care leavers. This project is especially important for care leavers for whom there are no surviving ward files.

# Supporting services and systems

This year we continued to deliver frontline child protection services and implement major change and reform.

Providing evidence-based, accountable and transparent quality services remains paramount as we carry out reviews, audits and investigations, and provide public information through our website, publications, community education programs and reports about our work.

Work continued to strengthen relationships and partnerships with NGOs, peaks and other key agencies to build our service delivery system, including increasing the capacity of NGOs to deliver more services in the future. We currently fund about 1,500 services and programs.

More than 62 percent of our total budget in 2010–11 was spent on supporting or procuring services from our community partners, including NGOs and other external providers.

Quarterly statistical reports were provided to partner agencies providing feedback about contacts made by the Child Wellbeing Units.

Reporting on OOHC was improved in 2010–11 to provide more detailed information by service type and integrating financial and non-financial information into a single consolidated reporting structure.

The structure of the Finance Committee was reviewed and, to provide better financial accountability and strategic budget management, it now forms part of Community Services Senior Executive Forum.

A major project is underway to make the client management system more efficient so that caseworkers can spend more time with clients.

The Assist Program was established to integrate a number of projects that were previously run separately.

This has brought together the following projects:

- KiDS Core Design Update, including the Corporate Information Warehouse update
- Structured Decision Making® (SDM), including business process mapping
- Community Online Management System
- workload management
- Mandatory Reporter feedback
- extension of eReporting to include more government departments.

During the year, psychological support services were expanded, providing expert support to both caseworkers and children and young people. The service now has a rural and remote team which operates as a “flying squad” providing assessment and support to families and children in isolated areas.

Psychologists assisted casework on more than 300 cases, including many complex cases needing several consultations. Additionally, psychologists provided:

- positive behaviour support training for 40 casework staff
- a program for casework staff on mental health in collaboration with specialist staff in the Clinical Issues Unit
- 20 courses for carers; each course involved weekly sessions for five to eight weeks.

A full internship program for nine provisionally registered psychologists is currently being developed. In addition, four Aboriginal provisional psychologists were supported and completed a cadetship program.

When a child who is known to Community Services dies, a review of our involvement is completed. Outcomes are used to improve organisational policies, procedures and practice. We work closely with other agencies involved in a child death review, particularly the NSW Ombudsman and the NSW Coroner.

In 2010–11, 110 initial reviews, six child death reviews and two critical report reviews were completed. The roll-out of an Action Learning Strategy to deliver the findings of the Deaths of Aboriginal Children and Young People 2005–07 cohort review to our frontline staff was also completed.

A range of practice reviews, training sessions and papers for internal and external forums, including the Second Australasian Conference on Child Death Inquiries and Reviews, were also developed.

The Reportable Conduct Unit (formerly Allegations Against Employees) responds to allegations of reportable conduct by our staff, including authorised carers. In consultation with stakeholders, the unit’s name was changed in 2011 to better describe the scope of its work.

During the year, the unit received 1,006 referrals, began 383 investigations and finalised 378 investigations. More than half of the 1,006 reports (605) did not meet the threshold of reportable conduct. Of the 383 that met the threshold, 16 percent (60) were referred to the Ombudsman.

In 2010 the unit worked intensively with the regions to complete their carer investigations so that the centralised response model could be fully implemented. The unit has also developed policies and procedures that ensure that investigations are clearly related to the seriousness of the allegation and the level of risk an employee presents to the safety and wellbeing of children.

We also worked with the NSW Ombudsman’s Office to develop a shared understanding of matters that are exempt from reporting on an individual basis to the Ombudsman under the Class or Kind agreement.

In 2010–11, the NSW Ombudsman made 292 requests for information which were coordinated centrally, while 93 requests involved the Ombudsman’s office dealing directly with our staff.

In 2010–11 1,661 requests were processed from other external agencies, an increase from the 400 last year.

On 18 April 2011, we began exchanging information using Chapter 16A of the *Children and Young Persons (Care and Protection) Act 1998*. Chapter 16A allows information to be exchanged between certain organisations working with or providing services to children and young people and their families, despite other laws that prohibit or restrict the disclosure of personal information, to promote the safety, welfare or wellbeing of children or young persons.



## HOUSING NSW

*"We really love our new home. It's the first time we've lived in a brand new place. It's a really good place to bring up a young family and the neighbours are good. We're happy here and grateful to Family and Community Services for helping us out!"*

MARK, HOUSING NSW TENANT, SYDNEY





## CHIEF EXECUTIVE'S FOREWORD

Since the NSW State Election, the housing portfolio is now shared by two Ministers – the Hon. Pru Goward, Minister for Family and Community Services and the Hon. Greg Pearce, Minister for Finance and Services. I look forward to working with both Ministers to continue to provide the best possible standard of housing services to tenants across the state.

Our achievements in 2010–11 were significant and included assisting 332,280 people to live in public, community and Aboriginal housing under existing tenancies, as well as offering 14,438 new tenancies.

In addition, over the past 12 months we housed 5,309 people who were homeless or at risk of homelessness, as well as assisted more than 15,770 clients through projects funded under the National Partnership Agreement on Homelessness.

One of our key targets is to reduce homelessness among Aboriginal people by one third by 2013. To achieve this, we have established 20 Homelessness Action Plan projects that provide housing and tenancy support for Aboriginal people, and we are increasing Aboriginal representation on Regional Homelessness Committees to ensure that services are tailored to meet the needs of Aboriginal people.

Another focus for the year has been our continued support of the growth of the community housing sector. During 2010–11, we transferred ownership of 3,076 public housing properties to 14 community housing providers.

During the year, I was delighted to see the official opening of Hope Hostel, an award winning state-of-the-art men's facility to address homelessness, managed by Parramatta Mission. The development incorporates crisis accommodation with 24-hour care, as well as long-term tenure apartments that support the transition to independent living.

It was also exciting to see the completion of the first two stages of one of our major community redevelopments – the Bonnyrigg Living Communities project. This project is the first social housing public-private partnership in Australia and has delivered 77 social housing properties and offered 133 houses for sale to the private market. Over the next 12 years, the Bonnyrigg public housing area will be redeveloped to include 2,332 homes consisting of a mix of private and social housing. In recognition of our achievement, this project received the Government Leadership award at the prestigious Urban Design Institute of Australia Awards for Excellence.

Housing Pathways has been operational for more than a year and has simplified applying for social housing with Housing NSW, the Aboriginal Housing Office and 26 community housing providers by introducing one form, one process and one housing register. This has been a very successful, collaborative initiative, making it easier and fairer to apply for housing assistance across NSW.

The year 2010–11 has been a busy and productive year for our staff and it is with pride that I reflect on our collective accomplishments. I wish to express my sincere thanks to all Housing NSW staff for their continued dedication and commitment to helping some of the most vulnerable people in our society.



**Mike Allen**

Chief Executive  
Housing NSW

# Overview

## WHO WE ARE

Housing NSW operates under the *Housing Act 2001* to manage the NSW Government's housing portfolio and develop broader housing strategies.

We aim to build a stronger community by providing housing solutions for people in need.

We are working towards:

- ensuring that homeless people have access to housing and are able to sustain a tenancy
- providing appropriate and sustainable social housing
- integrating social housing in communities
- increasing access to affordable housing
- delivering quality customer service
- implementing sustainable business practices.

## WHAT WE DO

We work with government departments, stakeholders and non-government organisations to address homelessness in NSW. We manage the NSW public housing portfolio, support community housing and crisis accommodation and manage Aboriginal public housing for the Aboriginal Housing Office. We play a key role in developing policy and supporting relationships to increase access to affordable housing across NSW, as well as providing a range of services to help people move into the private rental market and home ownership. We also provide policy advice to government and manage the *Housing Act 2001* and associated legislation.

## OUR CLIENTS

People who live in social housing provided through public, community and Aboriginal housing, represent the majority of our clients. Strong population growth in some areas, particularly in the Sydney metropolitan and coastal areas, has contributed to increased demand for housing assistance and other support services. We support a growing number of clients with complex needs including older people, people with a disability, people with mental health issues and Aboriginal people.

*"We're transforming estates by upgrading properties, running tenant employment programs, capacity-building and empowering local people to take responsibility for their own communities. We're making these areas safer and people feel much happier about where they live!"*

– John, Housing NSW Director Resource Planning,  
Greater Western Sydney Region



# Our highlights

In 2010–11, we:

- assisted more than 332,280 people to live in public, community and Aboriginal housing
- assisted 36,170 people with rental assistance in the private sector and provided 7,763 homeless people with temporary accommodation
- assisted more than 15,770 clients through projects funded under the National Partnership Agreement on Homelessness
- launched 10 Regional Homelessness Action Plans as part of a four-year, \$284 million Commonwealth and state funding commitment to provide local, tailored initiatives to combat homelessness in NSW
- delivered 4,483 homes under the Nation Building Economic Stimulus Plan (NBESP)
- began major redevelopment projects in Riverwood, Tamworth and Windale to revitalise public housing areas, reduce concentration of public housing estates, as well as increase the supply of affordable housing
- invested more than \$13.9 million under the Building Stronger Communities Program to improve the built environment and develop supportive communities for social housing tenants in seven major locations
- continued affordable housing initiatives including the Affordable Housing Innovations Fund and the Social Housing Growth Fund
- designated more than 5,000 public housing properties as senior communities under the New Directions for Older Persons Strategy, and spent more than \$60 million on modifying and upgrading public housing properties to cater for older people
- launched the 2010–13 Aboriginal Employment Strategy to address targets set by the Council of Australian Governments to halve the gap in employment outcomes between Aboriginal and non-Aboriginal people within 10 years, as well as improve service delivery to Housing NSW clients
- received a number of awards including the 2010 Australian Crime and Violence Prevention Award, three awards from the Urban Development Institute of Australia and two awards from the Housing Industry Association
- The Registrar of Community Housing assessed 298 registrations for community housing assistance and established the regulatory system with 236 registered and compliant community housing providers.

# 36,170

*people assisted with rental assistance in the private sector and 7,763 homeless people provided with temporary accommodation*



# Our performance

## PERFORMANCE SUMMARY

	2007-08	2008-09	2009-10	2010-11
<b>Resources</b>				
Total number of employees	2,565	2,604	2,575	2,485
<b>Customers</b>				
Number of tenancies (at 30 June 2011)				
Public housing	119,033	117,288	114,469	113,023
Community housing	16,325	16,639	18,596	24,298
Aboriginal Housing Office	4,122	4,101	4,141	4,267
<b>Total tenancies managed by Housing NSW</b>	<b>139,480</b>	<b>138,028</b>	<b>137,206</b>	<b>141,588</b>
<b>Number of new tenancies</b>				
Public housing	7,895	6,311	6,012	6,111
Community housing	3,437	3,339	4,728	7,860 <sup>^</sup>
Aboriginal Housing Office	400	303	362	467
Approved applicants on the Housing NSW register	43,134	39,484	43,335	46,792
Private rental assistance (includes Rentstart and Special Assistance Subsidy) – number of households	29,872	34,187	37,174	38,930
<b>Assets</b>				
Properties under management				
Public housing	125,171	124,086	121,662	120,380 <sup>#</sup>
Community housing	15,397	16,141	18,910	24,584
Crisis accommodation	1,502	1,511	1,538	1,498
Aboriginal Housing Office	4,248	4,256	4,296	4,525
<b>Total homes under management</b>	<b>146,318</b>	<b>145,994</b>	<b>146,406</b>	<b>150,987</b>
Number of public and community housing properties completed in the year	995	1,224	1,953	5,165
Number of affordable housing properties completed in the year		184	506	353
<b>People assisted in social housing</b>				
Public housing	254,400	245,800	240,800	232,600
Aboriginal housing	13,400	13,000	13,200	13,800
Crisis accommodation	39,700	40,800	41,000	37,200
Community housing	38,700	41,800	44,500	48,680
<b>Total</b>	<b>346,200</b>	<b>341,400</b>	<b>339,500</b>	<b>332,280</b>
<b>Finances</b>				
Net rental income and tenancy charges (\$M)	661 <sup>*</sup>	688	694	699
Government grants (\$M)	494	890	1,923	941
Maintenance and upgrading expenditure (\$M)	385	420	565	476
Property asset value (\$M)	28,014	27,937	31,929	30,926

<sup>^</sup> The significant growth in new tenancies for community housing is due to the increase in Nation Building Economic Stimulus Plan properties under management during 2010-11.

<sup>#</sup> There has been no reduction in the total number of social housing properties under management. Because of the commitment to grow community housing, 3,076 properties were transferred from public housing to community housing providers in 2010-11.

<sup>\*</sup> Includes other tenant charges.

# Keeping people connected

For older tenants living alone, Housing NSW and the Australian Red Cross provide a reassuring service which has the potential to save lives.

Through Tenant Connect, Red Cross volunteers make a daily phone call to older tenants who may not have regular contact with friends or family, to check on their safety and wellbeing.

Currently more than 950 older tenants receive this free service. Since its launch in 2008, there have been 28 instances where the service found that a client required emergency assistance.

Participating tenants receive a daily phone call from a Red Cross volunteer at an agreed time, keeping in touch and ensuring the wellbeing of older tenants.

Maureen, who is 82 years old, relishes regular contact with the volunteers.

"I don't know what I'd do without them," she said.

"One morning I had a fall and hurt myself. No one in the building could hear me calling for help. Not long after, a Red Cross volunteer called and rang an ambulance to come and assist me.

"I hate to think what would've happened if they didn't call. I'm so thankful for their help."

Tenants aged 70 and over or Aboriginal tenants aged 45 and over who live alone in public, community or Aboriginal housing can register with the Red Cross on 1800 827 677 to receive this free service.

*"I hate to think what would've happened if they didn't call. I'm so thankful for their help!"*



# Addressing homelessness

## HOMELESS PEOPLE HAVE ACCESS TO HOUSING AND ARE ABLE TO SUSTAIN A TENANCY

People who are homeless or in and out of homelessness may be living on the street or in parks, in short-term crisis accommodation, staying with friends and relatives on a temporary basis, or living in boarding houses or in caravan parks. The causes of homelessness are complex and varied, requiring a well coordinated response across all levels of government to support the most vulnerable in our community.

Housing NSW leads, coordinates and implements a wide range of projects across government to prevent and reduce homelessness. Our aim is to address the causes and identify ways to improve the response to homelessness in partnership with other government departments and non-government organisations.

A key policy to reduce homelessness is the NSW Homelessness Action Plan (HAP) 2009–14, which is a prevention and early intervention approach to tackle homelessness. It aims to stop people becoming homeless, break the cycle of homelessness and improve and expand the service and support system. The focus of this approach is to provide long-term accommodation and support rather than frequent short-term crisis intervention.

Around 40 of the 100 HAP projects are funded under the National Partnership Agreement on Homelessness 2009–13, which outlines the state and Commonwealth governments' commitment to address homelessness.

In 2010–11, we housed 5,309 people who were homeless or at risk of homelessness.

### Key performance indicators

	TARGET	ACTUAL
Number of homeless people housed	5,000	5,309
NBESP properties allocated for homeless people	40%	48.8%

## DELIVERING THE NSW HOMELESSNESS ACTION PLAN

We are responsible for implementing 16 initiatives under the whole-of-government NSW HAP. These include the Newcastle Assertive Outreach Service, which provides outreach services including health and medical care that is linked to long-term housing for rough sleepers in Newcastle. This project has successfully reduced the number of clients presenting at hospitals and health facilities as well as improving their access to legal services.

The Youth Hub Project, based in south western Sydney, works with young people who are leaving correctional facilities. It provides an early intervention response to young people who are at risk of homelessness and supports their move to long-term accommodation. The project also successfully links clients to employment and training opportunities, assists young people to achieve independent living and helps them successfully re-establish themselves in the community.



Community Connections, located in south eastern NSW, provides coordinated outreach, accommodation and support to a range of homeless people with complex needs including men, young people, and women and children escaping domestic violence. This program aims to provide assistance to help them transition to long-term accommodation.

All projects funded under the HAP require local partnerships to be created to ensure that clients are supported in their tenancies.

An evaluation of the HAP in 2011–12 will inform planning for National Partnership Agreement on Homelessness projects once Commonwealth funding arrangements end in June 2013.

Developed in consultation with partner agencies and communities and overseen by individual Regional Homelessness Committees, Regional Homelessness Action Plans were developed in 10 areas across the state to ensure a tailored, effective, local-level community response to homelessness from 2010–14.

## FORGING PARTNERSHIPS TO COMBAT HOMELESSNESS

In addition to HAP partnerships, we also work with a range of other organisations to deliver services to homeless people. The Housing and Accommodation Support Initiative is an innovative partnership between us, NSW Health and the non-government sector to support people who are receiving clinical and psychosocial rehabilitation services. Through this initiative, we provide long-term housing and tenancy management support to clients who have a high risk of homelessness.

## REDUCING ABORIGINAL HOMELESSNESS

To meet a key target to reduce homelessness among Aboriginal people by one third by 2013, we have established around 20 HAP projects to focus on providing housing and tenancy support for Aboriginal people. We have also developed partnerships that provide specific support for Aboriginal people to sustain tenancies. Work is also underway to increase Aboriginal representation on Regional Homelessness Committees to ensure that service delivery is tailored to the needs of Aboriginal people.

Our Commitment to Improving Service Delivery to Aboriginal People is a five-year plan which aims to ensure that our products and services are responsive to the needs of Aboriginal households. The first action under the commitment concentrates efforts on prevention and early intervention approaches to help Aboriginal people sustain tenancies.

5,309

*people were housed who were homeless or at risk of homelessness*

# Addressing homelessness

CONTINUED

## HOUSING ASSISTANCE INITIATIVES

People who meet the social housing eligibility criteria and have an urgent, long-term need for accommodation that is unmet through the private rental market, are given priority housing status on the NSW Housing Register.

In 2010–11, 3,997 applicants were approved for priority housing and 3,905 applicants with priority needs were housed in properties managed by us.

People not eligible for social housing but experiencing short-term housing crisis may qualify for emergency temporary accommodation for up to three months while longer-term housing options are sought. This assistance enables people to access temporary housing while they arrange alternative medium to long-term housing options.

Those eligible for social housing, who do not have a safe place to stay, may qualify for temporary accommodation assistance for up to four weeks in low-cost hotels, motels and caravan parks. Temporary accommodation is provided to people when assistance to establish a private rental tenancy is not possible.

This assistance is provided by local Housing NSW offices, as well as through an after hours phone service through our Housing Contact Centre. Overall, we provided 49,741 separate instances of temporary accommodation assistance in 2010–11, an increase of 12 percent from the previous year.

Through the After Hours Temporary Accommodation Service, where clients are assessed over the phone, 24,389 telephone calls were received (an increase of 7.3 percent over the previous year), and accommodation was provided for 7,763 homeless clients.

Crisis accommodation assistance provides overnight or short-term accommodation in a Housing NSW-owned property for homeless people or those moving from crisis housing to independent living. On 30 June 2011, we operated 1,498 crisis accommodation properties, which are also available to support clients of non-government, Specialist Homelessness Services Program-funded organisations.

In 2010–11, we approved 24 additional units for priority groups at an estimated cost of \$4.8 million. Around \$9.6 million in funding was allocated to meet the ongoing costs of providing crisis accommodation services, such as repairs and maintenance, leasing costs, insurance and council rates.

Offered in 16 locations across NSW, the Private Rental Brokerage Service helps clients with complex needs to access and sustain private rental housing. We also provide tenancy facilitation where practical assistance is given to help clients find and apply for housing in the private rental market, as well as offering advice about their rights and responsibilities as tenants. The service acts as an advocate with landlords and estate agents and, in some cases, provides a tenancy guarantee of up to \$1,000 to help clients enter the private market.

For properties built under the NBESP, we set a target of 40 percent of properties to be allocated to homeless people as a priority. At 30 June 2011, 1,733 homeless people or 48.8 percent of all allocations were made for these properties, exceeding statewide targets.

24

*additional units approved for priority groups at an estimated cost of \$4.8 million*

# Providing appropriate and sustainable social housing

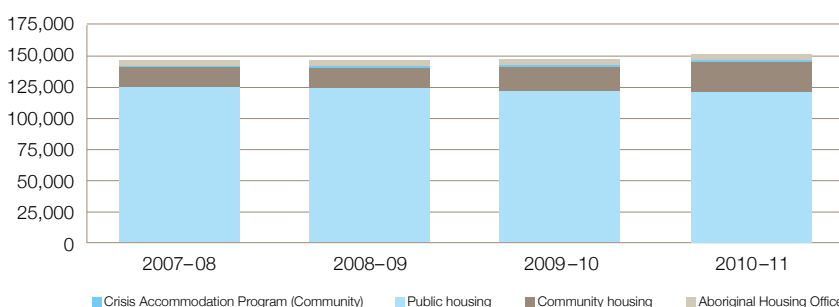
Providing appropriate and sustainable housing means that the social housing system will be well positioned to meet future demand. We delivered in excess of 5,000 new properties this year, improved the quality and standard of existing social housing through maintenance and upgrades and helped build the community housing sector's capacity to deliver more affordable and social housing.

We are continuing to deliver on objectives under the National Affordable Housing Agreement, a five-year, \$1.9 billion funding package to provide housing assistance programs including new housing construction, social housing maintenance and a range of initiatives to increase the supply of affordable housing.

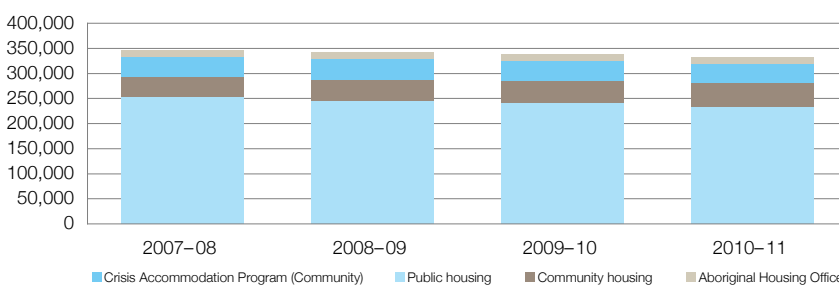
## Key performance indicators

	TARGET	ACTUAL
Number of property management transfers to community housing providers	1,500	3,076
NBESP average home cost	\$300,000	\$298,500

## Total number of properties managed by social housing providers as at 30 June 2011



## People assisted in social housing



## MANAGING THE HOUSING PORTFOLIO

In 2010-11, we delivered 682 new homes under the annual new supply program. The majority of these comprised one and two bedroom homes meeting the current social housing demand for smaller properties.

One example of the type of projects delivered under the annual new supply program are the six new developments completed during 2010-11 in Abbotsford and Concord

in the Sydney metropolitan area. Consisting of 90 units, these properties are specifically designed to cater for older people and formed part of the New Direction in Affordable Housing for the Inner West Strategy.

Built at a cost of \$29 million, the developments consist of a mix of one and two bedroom units and feature generous living areas, modern finishes, as well as sustainable features such as photovoltaic panels, solar hot water units and rainwater tanks.

# Providing appropriate and sustainable social housing

## CONTINUED

The management of these properties has been handed over to community housing providers Community Housing Limited and St George Community Housing and the properties are an outstanding example of how social housing properties can achieve environmental design objectives and address the challenges inherent in our ageing population.

The Strategic Asset Management Plan sets the future direction for asset management activities and facilitates joint planning across the social housing sector. The plan sets out how to maximise effective services by integrating policy priorities with asset planning and governance, as well as engaging stakeholders across the social housing sector.

As part of the growth strategy for the community housing sector, Housing NSW has implemented a Property Transfer Program where the management of public housing properties is transferred to community housing providers. Through the Property Transfer Program, the management of 1,058 properties was transferred to community housing providers in 2010–11. Housing NSW and providers worked closely to ensure a smooth transition for tenants.

## MAINTENANCE

Shifting focus from a responsive to a planned maintenance program has seen a significant improvement in timeliness to urgent and priority maintenance.

From 2009–10 to 2010–11, maintenance contractors increased compliance for urgent maintenance from 88.4 percent to 97.2 percent and for priority maintenance from 74.3 percent to 93 percent compliance. A review of maintenance contracts and performance has begun, with new contracts to be in place in 2013.

The Disability Modification Program is helping people to live safely and independently in their homes. During 2010–11, we spent \$7.3 million to upgrade 1,743 properties, improving tenants' quality of life and providing the option to stay in their existing home rather than living in a nursing home or care institution.

We established the Fire Safety Program to ensure that all properties continue to meet fire safety standards. In 2010–11, \$17.5 million were spent upgrading 4,755 properties to ensure that safety requirements are met.

## DELIVERING THE NATION BUILDING ECONOMIC STIMULUS PLAN

The NBESP was introduced by the Commonwealth Government to support economic growth and generate employment at the height of the global financial crisis. The aim is to significantly increase the supply of social housing through the construction of new properties and the upgrading of existing stock.

Under the NBESP, we completed 5,412 homes by 30 June 2011, with 4,483 delivered in 2010–11, at an average cost per home of approximately \$298,500.

As a provider of new homes to the community housing sector, we were eligible for the Input Tax Credit (GST credits) entitlement for construction costs on properties that have been completed and handed over to a community housing provider. As a result, we have been able to reinvest the claims to fund and deliver an additional 354 NBESP dwellings, including 227 which have been completed in 2010–11.

To date, the \$30 million NBESP Bedsit Program has converted 315 outdated bedsits into more appropriate one bedroom accommodation.



## GROWING THE COMMUNITY HOUSING SECTOR

An effective social housing system requires a strong, diverse and well-regulated community housing sector.

In April 2011 we transferred ownership of 3,076 public housing properties to 14 community housing providers across NSW. Increasing the sector's level of property ownership is a key strategy to help grow the stock of social housing. As non-government organisations, community housing providers are able to leverage these assets to access funding not available to government, and as charities, they are also entitled to a range of tax exemptions when purchasing new properties.

In 2010–11, building works valued at \$71.9 million began to deliver 280 new community housing dwellings in high demand areas. Community housing providers also received \$472,000 to continue 5,708 leases and lease an additional 41 properties to allocate to eligible social housing tenants.

We are introducing a new performance reporting framework for community housing providers. This framework takes into account the growth of the sector and reflects the separation of our role as contract manager from the Community Housing Registrar's role as regulator.

This year, the Registrar's focus has been on engaging with community housing stakeholders and establishing the regulatory system under the *Housing Act 2001*, as well as implementing the Provider Assessment and Registration System under a service agreement with the Aboriginal Housing Office.

The *Housing Act* provided a two-year transitional period to assess community housing organisations receiving assistance from us for registration. At the end of the transitional period on 1 May 2011, the Registrar for Community Housing conducted 411 assessments, with 298 assessments completed in 2010–11. The regulatory system is now fully established, with a regulated community housing sector of 236 providers.

## GROWING ABORIGINAL HOUSING

Under the Commonwealth-funded Remote Indigenous National Partnership, which aims to improve housing in remote Aboriginal communities, Housing NSW and the Aboriginal Housing Office delivered 41 new houses in remote locations including Bourke, Lightning Ridge, Walgett and Coonamble and refurbished 241 properties owned by Aboriginal community housing providers. Despite flooding and wet weather causing a six-week delay, NSW exceeded its targets, building an extra five houses and refurbishing an extra 13 properties.

The partnership also purchased 18 properties in regional NSW to provide accommodation for Aboriginal people who need to relocate to pursue training, education or employment opportunities.

# Providing appropriate and sustainable social housing

CONTINUED

## Capital supply 2010–11

TOTAL 2010–11			
CAPITAL WORKS EXPENDITURE (\$)	COMMUNITY HOUSING (\$M)	PUBLIC HOUSING <sup>1</sup> (\$M)	TOTAL (\$M)
Acquisitions	10.72	81.69	<b>92.41</b>
Construction	0.01	325.69	<b>325.70</b>
Redevelopment	61.13	442.92	<b>504.05</b>
Conversion	0.06	3.39	<b>3.45</b>
<b>Total</b>	<b>71.92</b>	<b>853.69</b>	<b>925.61</b>

DWELLING COMMENCEMENTS (UNITS)	CAP*	CHAP**	PUBLIC HOUSING <sup>2</sup>	TOTAL
Acquisitions	7	27	234	<b>268</b>
Construction	-	-	160	<b>160</b>
Redevelopment	-	246	442	<b>688</b>
Conversion	-	-	83	<b>83</b>
<b>Total</b>	<b>7</b>	<b>273</b>	<b>919</b>	<b>1,199</b>

DWELLING COMPLETIONS (UNITS)	CAP*	CHAP**	PUBLIC HOUSING <sup>3</sup>	TOTAL
Acquisitions	11	48	205	<b>264</b>
Construction	-	-	1,207	<b>1,207</b>
Redevelopment	12	135	3,543	<b>3,690</b>
Conversion	1	-	3	<b>4</b>
<b>Total</b>	<b>24</b>	<b>183</b>	<b>4,958</b>	<b>5,165</b>

DWELLINGS HEADLEASED	CAP*	CHAP**	PUBLIC HOUSING <sup>4</sup>	TOTAL <sup>4</sup>
Short and long-term				
Net new leases	-	41	(119)	<b>(78)</b>
<b>Total dwellings leased</b>	<b>236</b>	<b>5,786</b>	<b>3,263</b>	<b>9,285</b>

1 Public housing expenditure includes Nation Building Economic Stimulus Plan (NBESP), strategic projects expenditure of \$14.1 million and project development expenditure of \$14.5 million.

2 Public housing commencements include strategic projects, 78 units and NBESP stage 2, 135 units.

3 Public housing completions include strategic projects, 4 units, Stage 1 NBESP, 16 units and Stage 2 NBESP, 4,467 units.

4 The decline in headleasing supply numbers is due to the strong rental market. The higher demand than supply provided fewer opportunities for Housing NSW to increase headleases or replace losses in existing leases.

\* Crisis Accommodation Program

\*\* Community Housing Assistance Program

# Integrating social housing into communities

Housing NSW is about more than just bricks and mortar. We also aim to provide an integrated approach to improving the social, economic and physical landscape of social housing communities.

Our strategy is to increase private ownership and availability of private rental properties in concentrated public housing areas to promote a broader residential mix, stimulating greater social and economic opportunities. This approach also complements policy initiatives to increase the supply of affordable housing by offering former public housing properties for sale to the market.

We invest in a range of programs to help increase tenants' social and economic participation and in infrastructure projects to improve the physical environment in social housing areas.

## REDUCING CONCENTRATIONS OF DISADVANTAGE

Tenure diversification is part of a number of strategies to reduce the level of disadvantage that can occur in public housing estates.

These strategies may be linked to areawide renewal and infrastructure development and will address a range of policy objectives, such as increased supply of social and affordable housing.

The aims of these strategies are to:

- improve social and economic participation
- improve the quality of assets
- build more socially mixed communities.

This may range from small-scale local projects to large-scale investments in estate redevelopment and urban renewal.

We received \$53 million in funding under the Commonwealth Government's Housing Affordability Fund to undertake urban renewal work in Rosemeadow, Bolton Point, Claymore, Chester Hill, Glebe, Prospect, Redfern/Waterloo, Seven Hills, South Randwick, Villawood East and Wentworthville. The funding will contribute to social housing area renewal including redevelopment, estate deconcentration and master planning projects. Properties will be offered for sale to eligible purchasers at discounted prices, helping to create a better mix of public, community and private housing types.

To create more mixed income communities and affordable housing, we are also working with the private sector on urban renewal. Through public-private partnerships, we are delivering new assets and associated services, capturing the benefit of private sector financing to create communities with 70 percent private and 30 percent social housing. These projects include the following:

### Airds/Bradbury

The Airds/Bradbury public housing area comprises around 1,200 properties in Airds and 250 in Bradbury. Over the next 15 to 20 years, this project will revitalise the area by improving homes, public spaces and local services as well as providing new opportunities for residents.

In conjunction with Landcom, a new master plan for the Airds/Bradbury area has been finalised which will see around 600 homes completed for social housing residents and around 1,400 properties for private ownership.

### One Minto

One Minto is about building a strong new community through a mix of new private and public housing and open spaces. Together with Landcom, we have built 125 private homes and 20 seniors' units, and sold around 192 newly-created lots. Around \$10 million will be spent on community facilities completely rejuvenating the area.

Upon completion of the project, of the total 1,150 homes in One Minto, 350 homes or 30 percent will be public housing homes.

# Integrating social housing into communities

## CONTINUED

### Bonnyrigg

Under Australia's first social housing private-public partnership, the first two stages of the Bonnyrigg Living Communities Project have been completed, providing 77 social housing homes and 133 private houses for sale. This 12-year project will see the area transformed to comprise 1,633 private homes and 699 social housing properties.

### Other projects

Other projects underway to reduce concentration of public housing and regenerate communities include:

- the Windale Transformation Strategy, which will approach the market to generate innovative ideas to reuse and redevelop a number of ageing townhouse complexes
- the Coledale Revitalisation Strategy, which will refurbish social housing properties and offer 150 homes for sale to low-income owner-occupiers, including eligible Housing NSW tenants
- the Orange Regeneration Partnership Plan, which will introduce a broader mix of tenancies through the sale of 249 public housing properties to owner-occupiers.

In 2010–11, the \$60.2 million Inner West Strategy to boost supply of social housing in Sydney neared completion, with close to 200 newly-built homes handed over to community housing providers. One of the strategy's highlights this year was the completion of the \$29.5 million Lilyfield social housing project. This 88-unit architecturally-designed development is the first social housing project in Australia to receive a coveted 5-Star-Green Star rating for environmental design excellence.

Revenue for the Inner West Strategy has been met from the sale of high-value Housing NSW properties in Sydney's Millers Point. Additional properties are being sold in Millers Point to help fund the \$170 million Cowper Street Glebe Redevelopment Project, which has the potential to deliver up to 486 private, affordable and social housing properties. Construction of the final 27 Inner West Strategy properties in Camperdown is expected by early 2012.

## REGENERATING COMMUNITIES

Over the past four years, the \$66 million Building Stronger Communities initiative has tackled the physical, social and economic aspects of community disadvantage in 22 social housing estates across NSW. Projects include redesigning community parks, housing upgrades, sporting programs for young people, community arts to build pride and identity, and a number of training courses. In each location, community hubs were established or expanded and community advisory groups created to help implement the initiative.

An evaluation is being conducted by City Futures, University of NSW. The final evaluation report will be completed by the end of 2011, with outcomes to inform future estate renewal activity.

By improving educational, training and employment opportunities for tenants, we encourage the social and economic participation needed to create strong, vital communities. Through the Building Stronger Communities program, 718 social housing residents benefited from training, traineeships or apprenticeships, employment opportunities and support to start their own businesses.



Across NSW, 209 tenants were also provided with skills, training and employment through a number of maintenance-based initiatives. This included the Maintenance Reform Program Social Obligations and the Handypersons Program, which is a fast and efficient minor repair service available to social housing residents which also provides employment opportunities for skilled social housing tenants.

In Greater Western Sydney, young social housing residents are employed as part of the Rapid Graffiti Removal Project, managed by Boystown and funded by Housing NSW. Ten participants are recruited over 12 months to work with a program supervisor employed by Boystown to remove graffiti from our properties in the Mt Druitt area. Participants are strongly supported by Boystown staff through case management assistance and pre-employment training group workshops.

This program has significantly reduced graffiti on public housing properties around Mt Druitt and has improved the aesthetic appearance of the area. Elderly residents have also indicated that they feel safer seeing the graffiti team working in their suburb.

Our Youth Scholarship Program assisted 200 young people living in social housing to complete their Higher School Certificate or equivalent by providing a one-off grant of \$2,000 for education related items such as tutoring, books and computers. The program is delivered in partnership with the Department of Education and Communities as well as local schools.

## INCREASING SOCIAL INCLUSION

Ensuring that tenants play an active and productive part in their community is a priority for us. To help achieve this, we provide \$800,000 in annual funding for the Housing Communities Program to enhance social cohesion and community wellbeing in 10 high need social housing locations. The program funds community development workers in local councils or non-government organisations to work with residents and local stakeholder groups to deliver community engagement and development projects.

To ensure that tenants have the opportunity to provide feedback about our policies and services, we convene the Social Housing Tenants Advisory Committee, comprising 12 tenants from public, community and Aboriginal housing who meet quarterly.

Operated by non-government organisations in nine locations across the state with a \$1.5 million annual budget, the Tenant Participation Resource Services Program delivers information, advocacy and referral services to social

housing residents and applicants and supports and promotes tenant participation in their communities. These services also build tenant capacity, foster engagement in housing processes and provide feedback to us about tenant needs.

We also fund a range of local community development programs, reflecting different local needs and priorities including:

- specialist community development Client Service Officer positions
- neighbourhood centres, community technology centres and community gardens
- place-based and partnership projects in western Sydney estates
- concierge services in selected high-rise properties to improve security and create opportunities for tenant training and employment
- purpose-built accommodation with onsite support services for homeless people and people on low incomes in need of affordable housing in the inner city.

# 718

*social housing residents benefited from training, traineeships or apprenticeships, employment opportunities and support to start their own businesses across seven Building Stronger Communities locations*

# Increasing access to affordable housing

Affordable housing must be appropriate for the needs of low-to-moderate income households, priced so that people are able to meet housing costs and other basic needs such as food, clothing, transport, medical care and education.

We continue to work closely with the private sector and community housing providers to develop innovative models to increase the supply of affordable housing. We provide services to improve access to affordable home ownership, as well as offering advice, brokerage and products that assist people on lower incomes to rent in the private market.

In 2010–11, we delivered 353 additional affordable housing homes through the National Rental Affordability Scheme and the Social Housing Growth Fund.

Affordable housing projects in 2010–11 included:

- Boarding House Financial Assistance Program expanded
- Housing Affordability Fund projects awarded \$53 million
- existing affordable housing initiatives continued including the Affordable Housing Innovations Fund and the Social Housing Growth Fund.

## INCREASING THE SUPPLY OF AFFORDABLE RENTAL HOUSING

The Commonwealth's National Rental Affordability Scheme (NRAS) aims to address the shortage of affordable rental housing by offering financial incentives to the private and community housing sectors to build rental homes for low and moderate-income households with rents set at least 20 percent below market rates. Since the beginning of the program, 977 homes in NSW have been completed under the NRAS program. NSW committed approximately \$85 million over 10 years to deliver 2,080 new units under the first two funding rounds. For the two further funding rounds offered by the Commonwealth Government during 2010–11, NSW has set aside in excess of \$200 million for the delivery of 5,000 new homes to be completed from 2011–12 to 2015–16.

Under the Social Housing Growth Fund, a state and Commonwealth partnership to increase the supply of social and affordable housing, we partnered with community housing providers to deliver 537 new homes since the program began. Working with the community housing sector has increased access to project funds, with providers able to leverage around 30 percent of project costs in the form of debt and equity, enabling the construction of an additional 241 homes. One of a number of key criteria to be met under the program was that projects support people who are homeless or at risk of homelessness to secure long-term accommodation. To date, approximately 38 percent of all completed

homes have been tenanted by people who were homeless or at risk of homelessness.

During 2010–11, we continued to provide a range of services to community housing providers, private sector developers and local government to assist them in delivering affordable housing projects and programs. These services include providing advice about the opportunities for securing funding, as well as information on planning incentives available to assist in the delivery of affordable housing projects.

Our Local Government Housing Kit helps councils understand housing needs and issues in their area and to develop responses to these local housing needs. During the year, we updated the kit based on feedback to improve its effectiveness and ensure its continued relevance for councils. We also expanded the Boarding House Financial Assistance Program to attract developer applications for new boarding houses. As a result, seven applications have been approved to deliver 133 new rooms in boarding house developments.

Under the State Environmental Planning Policy (Affordable Rental Housing 2009), we are able to deliver social housing developments quicker to increase the availability of properties for low-income earners. Following the Department of Planning and Infrastructure's review of the policy in 2010–11, we will work closely with the department to ensure that we implement the necessary amendments.

## AFFORDABLE HOUSING INITIATIVES

In 2010–11, we continued work on a number of projects funded under the Commonwealth's \$53 million Housing Affordability Fund. These projects involve selling former public housing properties and vacant land to low-to-moderate income home buyers. As well as increasing the supply of affordable housing, these projects will support public housing estate deconcentration and establish more diverse communities. From 2011–12 to 2019–20, 750 properties will be made available to the affordable housing market.

We are also working with the private sector on urban renewal projects in Airds/Bradbury, Bonnyrigg and Minto to create more mixed income communities and increase affordable housing opportunities for first home buyers and low-income earners. With Landcom we have built 125 private homes, 20 seniors' units and sold 192 new lots in Minto and, as part of the Bonnyrigg Living Communities Project, built 77 social housing properties and 133 private homes for sale.

## ACCESSING ASSISTANCE TO RENT IN THE PRIVATE RENTAL MARKET

Housing Pathways has changed the way people apply for social housing, with one common application form, one process and one housing register.

The introduction of Housing Pathways has facilitated a collaborative partnership between us, the Aboriginal Housing Office and 26 participating community housing providers to deliver appropriate assistance to meet our clients' needs.

We provide practical assistance to help people search and apply for housing in the private rental market. This helps by reducing the pressure on the social housing system by providing financial assistance to people who can afford to rent in the private sector.

We recognise that establishing a tenancy in the private rental market can be difficult and may have high set-up costs. The Rentstart scheme provides a range of financial assistance for eligible clients to enable them to enter or stay in the private rental market. The level and type of assistance provided is based on the client's individual circumstances and needs.

Private rental subsidies help eligible clients with a disability and people living with HIV/

AIDS. Women and those with children escaping domestic or family violence may be eligible for short-to-medium-term support through the Start Safely private rental subsidy scheme. Start Safely aims to:

- reduce the number of women and children who are forced into homelessness due to domestic and family violence
- reduce the number of women who return to dangerous home environments from crisis accommodation
- reduce time spent in temporary accommodation, which is often inappropriate for women and children escaping violence
- reduce time in crisis accommodation by assisting transition into safe, secure accommodation
- provide a long-term housing option in the private rental market with short-to-medium-term government assistance.

The subsidy is linked to a support program that includes other private rental assistance products and domestic violence services. During the year, 291 clients were approved for Start Safely assistance.

### Rentstart – types and numbers of assistance provided

	2008–09	2009–10	2010–11
Bond	19,797	20,804	19,289
Advance rent	11,592	13,776	13,318
Rental arrears	1,579	2,012	1,759
Temporary accommodation (assistance)	36,751	44,415	49,741
<b>Total number of Rentstart assistances</b>	<b>69,579</b>	<b>81,019</b>	<b>84,107</b>

# Delivering quality customer service

Improving how services are delivered to clients is a priority, requiring skilled staff to explain and offer services that are tailored to customer needs. To deliver a quality customer service, we seek to continually improve access for clients applying for public, Aboriginal and community housing, by streamlining processes and offering a variety of ways for clients to access services, including the internet, telephone and face-to-face.

## IMPROVING ACCESS TO HOUSING ASSISTANCE AND SERVICES

After its first full year of operation, Housing Pathways created a single entry point for people applying for social housing with us, the Aboriginal Housing Office and 26 community housing providers across NSW. Public and community housing applicants now complete a single form to apply for properties managed by us, the Aboriginal Housing Office and 26 participating community housing providers. One statewide waiting list has been created, simplifying the process for applying for housing assistance across NSW.

This new approach is being closely monitored in partnership with community housing and non-government sectors involved in the Housing Pathways Advisory Council.

We also implemented actions in the Disability Action Plan (2009–13) and the Multicultural Framework (2009–14) to better respond to the needs of our tenants.

Our Housing Contact Centre is a one-stop-shop for tenants,

applicants and the general public to access our services. It is open 24 hours a day, 365 days a year, receiving and making an average of 3,000 calls per day and over one million calls annually.

To improve services to our clients, our Housing Contact Centre has introduced a new monitoring program to ensure that a high level of service is provided to clients and has also implemented state-of-the-art forecasting and staff scheduling systems to anticipate peak call periods and reduce client waiting times.

In 2010–11, the Rentstart scheme continued to expand, with 70 self-service kiosks installed across the state, and a further 20 planned over the next two years. The kiosks provide clients with a convenient way of accessing our bond and advance rent service, providing access to telephones, faxes and other facilities.

We have continued to work with Businesslink to deliver the Service Delivery Solutions Project to develop a new direction for the delivery of our products and services. In 2010–11, new telephony standards were introduced to improve the quality of telephone services at local offices. As a result, most of our offices are now answering client calls, on average, in less than one minute.

### Key performance indicators

	TARGET	ACTUAL
Urgent maintenance (4-hour response) repairs fixed in the first visit	100%	97.2%
Priority maintenance (24-hour response) repairs fixed in the first visit	100%	93%

## IMPROVING ABORIGINAL PEOPLES' ACCESS TO HOUSING

Under the NBESP allocation targets, community housing providers are required to make 10 percent of new properties available for Aboriginal clients. As a result, in 2010–11, 439 homes constructed under the NBESP were allocated to Aboriginal households, helping to house around 652 clients.

Community housing providers continued to develop partnerships with Aboriginal housing providers to manage properties and tenancies on a fee-for-service basis.

On 30 June 2011, a total of 6,235 Aboriginal people were living in 1,928 community housing dwellings, an increase of 27.7 percent on the same time last year.

The Remote Indigenous Housing National Partnership, managed by us and the Aboriginal Housing Office, also provides funding for housing for Aboriginal people in remote communities to address overcrowding, poor housing conditions and severe housing shortage.



Our Aboriginal reference group promotes improvements to service delivery for Aboriginal people and acts as a key advisory group in developing workforce strategies. During 2010–11, a range of recruitment and training activities were targeted to Aboriginal staff, including an Aboriginal staff mentoring program and formal traineeship schemes to recruit, develop and retain Aboriginal staff.

We delivered training programs to encourage cultural sensitivity, including a two-day course on Aboriginal culture for client service staff and training to help non-Aboriginal staff engage more effectively with Aboriginal clients.

## IMPROVING OTHER SERVICES

We continued to work with other FACS divisions and other departments to assist clients with complex needs. For example, we have continued to contribute to the protection and wellbeing of children through the NSW Government's Keep Them Safe Strategy. During 2010–11, we participated in family case management pilots with families living in social housing and supported online training for frontline staff on using the Mandatory Reporter Guide.

The Youth Action Plan guides our response to meeting the accommodation needs of young people aged 12 to 24. During 2010–11, we joined Community Services in hosting the youth homelessness forum to bring together youth accommodation service providers to share knowledge and develop strategies to improve outcomes.

We also worked with the Create Foundation to promote the Rent It, Keep It Guide – a tenancy education package designed for community workers who need to engage with their clients about housing issues. The guide is aimed at participants with limited literacy levels as well as people who have had little experience in the private rental market or have had problems with their tenancies in the past.

In 2010–11, the five-year New Directions in Social Housing for Older Persons Strategy came to an end, with the completion of 1,271 homes for older people and more than 3,000 properties under construction. The strategy also established senior communities which are public housing complexes for older people who want to live near other older people with similar interests and needs. These communities are generally located in areas where public housing is suited to older people with access to shops, transport and other services. More than 5,000 public housing properties have been designated senior communities under this program. In addition, more than \$60 million have been spent on modifying and upgrading public housing properties for older people and people with a mobility related disability.

We fund Tenant Connect, a free service managed by the Australian Red Cross designed to reduce isolation and improve wellbeing for tenants aged over 70 years, or over 45 years for Aboriginal tenants. Tenants who participate in the service receive a free daily telephone call from a Red Cross volunteer, with around 950 tenants currently registered for the service.

For tenants aged over 60 (or Aboriginal tenants aged over 45), we run the Keeping In Touch program, where we telephone older tenants with whom we have not had any contact over the previous six months.

We are committed to providing efficient and professional services to our tenants and the general public. During 2010–11, our efforts were focused on training staff to deliver quality customer service outcomes, and a number of educational programs were offered including the Certificate IV in Social Housing – providing skills in client service delivery, Certificate IV in Property Services, Diploma in Management, Certificate IV in Management and Certificate IV in Project Management.

To celebrate exceptional performance, we have the biennial Chief Executive Awards. The awards acknowledge staff commitment to customer service, integrity and innovation.

# Sustainable business practices

By implementing sustainable business practices, we are able to provide more efficient and effective services to people in housing need. Sustainable business means not only introducing cost saving measures, but also focusing on how we conduct our day-to-day operations. We will continue to achieve efficiencies in areas such as staff training, streamlining business processes and shared corporate services. We are also implementing a range of environmental programs designed to make our properties more energy efficient to reduce household expenditure for our tenants.

## IMPLEMENTING NEW INFORMATION SYSTEMS

The November 2010 launch of our new IT system, HOMES, represented one of the most significant changes in our history. The software replaces an outdated system and is used to manage clients and assets. Data migration was achieved in a single cutover period, and a quarterly program of work is in place to make necessary system modifications. For the first time, community housing providers participating in Housing Pathways have direct access to our IT system to jointly manage clients applying for social housing.

With the launch of HOMES, an Enterprise Data Warehouse (EDW) was created to provide high-level statistical management reports.

## RISK MANAGEMENT

In July 2010, we launched the enterprise risk management framework to address risks affecting all aspects of the organisation, particularly strategic, business, operational and project risk. A dedicated Risk and Insurance Unit provided ongoing support including workshops, training and advice.

In 2009, along with the Aboriginal Housing Office, we established the Audit and Risk Committee to oversee and monitor current governance, risk and control frameworks. In 2010–11, the committee met on six occasions.

Our Tenant Fraud Unit investigates all allegations of fraud. During the year, 1,395 allegations were received, 416 of these related to fraud. Of the investigations closed during the year, five percent were found to be fraud and 13 percent were non-disclosure. In addition, \$599,652 of debt was recovered and an extra \$173,164 in rent collected due to rental adjustments. Over the past 12 months, the Tenant Fraud Unit has provided advice and support through fraud and non-disclosure training courses, which 80 staff attended.

### Key performance indicators 2010–11

	TARGET	ACTUAL
Unscheduled staff absenteeism	5.17%	4.80%
Home energy assessments completed	20,000	24,331

## CREATING ORGANISATIONAL EFFICIENCIES

In 2010–11, we developed a new business process to improve the management of occupational health and safety (OH&S) risk to contractors required to undertake maintenance at the properties of high-risk tenants. This program will be implemented over the coming year.

An organisational efficiency plan reduced corporate overheads, and significant cost savings were realised in telecommunications, stationery and air travel through the greater use of NSW Government contracts.

Further savings against budget were negotiated in the areas of general insurance (\$689,000) and workers' compensation (\$849,347) based on current claims.

## ORGANISATIONAL REFORM

In 2010–11, we made a significant contribution to the Corporate and Shared Services Reform Program for FACS. We focused on three priority areas – OH&S, managing sick leave, and performance management and development.

During the year, we conducted an audit of OH&S systems and client service worksites, implemented an OH&S e-learning program and established a corporate OH&S and Injury Management Committee.

We analysed current sick leave rates and included targets in executive performance agreements.

Performance management and development focused on aligning employee work plans with our strategic business objectives. We also piloted a performance management training program, Giving and Receiving Feedback, with further training scheduled for managers during 2011–12.

## ENVIRONMENTAL SUSTAINABILITY

Our Environmental Sustainability Strategy 2008–09 to 2013–14 guides our sustainability initiatives. A range of programs to improve the energy efficiency of our homes were implemented during 2010–11 including:

- the Home Power Savings Program, a partnership with the Office of Environment and Heritage to help social housing tenants to reduce their power bills. During 2010–11, 24,331 home assessments were completed, with tenants receiving a free power savings kit and advice on reducing energy costs
- the Solar Hot Water Program, to replace old electric storage hot water heating systems with 1,754\* solar hot water systems, saving households on average \$148 in energy costs per year
- retrofitting 5,001\* homes with ceiling insulation to improve the thermal comfort and reduce heating and cooling costs for tenants located in hot and cold climates.

During 2010–11, residential developments in Lilyfield and Redfern achieved a 5-Star-Green Star rating by the Green Building Council of Australia – the first social housing projects in Australia to achieve this rating.

\* Figures reported for solar hot water systems and ceiling insulation are reported for installations from 1 July 2010 to 21 June 2011.

# 1,754

*old electric storage hot water heating systems were replaced with solar hot water systems, saving households on average \$148 in energy costs per year*





## CHANGES TO DIVISIONS

*The Public Sector Employment and Management (Departments) Order 2011 came into effect on 4 April 2011. Changes to administrative orders saw the name of the Department of Human Services changed to the Department of Family and Community Services (FACS). The Office for Women's Policy was transferred from the Department of Premier and Cabinet and added to FACS. Aboriginal Affairs was transferred from FACS and added to the Department of Education and Communities and Juvenile Justice transferred to the Department of Attorney General and Justice.*

# Office for Women's Policy

## WHO WE ARE

The Office for Women's Policy (OFWP) provides leadership across government in achieving better outcomes for women in NSW through policy development and program management. As key advisor to the NSW Government, and in particular to the Minister for Women, the OFWP makes recommendations on policies which impact directly on women.

## WHAT WE DO

The OFWP facilitates social justice and equity for women in all aspects of their lives, including equal access to economic and social opportunities.

Our work includes:

- promoting women's issues in public sector programs and policies
- collaborating with government departments, non-government organisations, business and the community to achieve gender equity
- maintaining strong networks across government departments and with key stakeholders on women's policy issues
- contributing to discussions on important social and economic issues relevant to women
- coordinating partnership programs to build women's capacity in the community and the workplace
- participating in national forums on women's issues.

## OUR CLIENTS

Women of NSW.

## OUR PERFORMANCE HIGHLIGHTS

In 2010–11, we:

- made available \$2.9 million in funding to non-government organisations to provide services to help people experiencing domestic violence, including eight providing services specifically for Aboriginal communities
- launched a website – [www.domesticviolence.nsw.gov.au](http://www.domesticviolence.nsw.gov.au) – providing a one-stop-shop for support and information for people who have experienced or are at risk of domestic violence
- helped organise a public education campaign to stop domestic violence against women
- developed the NSW Women's Plan with priorities to support women in education, work and care, and for women to be free from violence, in better health and have increased representation in public life
- supported women in non-traditional areas of study
- supported the Tasting Success Program which helped 11 female chefs in 2010 and 15 in 2011 (calendar years) into the male-dominated industry (in partnership with TAFE)
- coordinated and funded events such as activities for International Women's Day and the NSW Woman of the Year Award
- supported a number of groups to provide specialist advice about issues affecting women.

*"What you and your program have offered me is more than I could ever have imagined. My children and I feel safe and are so much calmer and happier being away from the violence and we are rebuilding our lives. Without your support and help over the last couple of months I don't know where I would be today. Thank you."*

– Joanna from Newcastle, helped by the Staying Home Leaving Violence Program\*

\* Name and location have been changed.

In 2011–12, our priorities include:

- strengthening the NSW response to domestic and family violence, including ensuring that we fund the most effective services to help women and children leave violence
- working with Community Services to expand the Staying Home Leaving Violence Program to an additional five sites so that women don't have to choose between leaving violence and becoming homeless
- increasing support for the Domestic Violence Proactive Support Service Program to help victims of domestic violence with housing, legal, child care, health and financial issues
- producing the first ever annual report on the Status of Women in NSW and establishing a Bureau of Women's Statistics to collect and publish a broad range of data including employment, health, education and domestic violence
- working with TAFE and industry to reduce barriers and increase the number of women working in trades
- promoting the participation of women on government boards and committees
- strengthening partnerships and establishing effective mechanisms for consultation to ensure stakeholders can input to policy development and programs to achieve the best outcomes for women in NSW.

Full details of the Office's performance and financial accounts from July 2010 – March 2011 can be found in the Department of Premier and Cabinet 2010–11 Annual Report at [www.dpc.nsw.gov.au](http://www.dpc.nsw.gov.au)

The FACS financial statements includes financial performance information for Office for Women's Policy from April 2011 – June 2011.

*"We're working with TAFE and industry to increase the number of women doing apprenticeships and working in trades. We're also increasing transparency around appointments to government boards and committees, with the aim of getting more women in these positions. It's really rewarding when we can help women pursue careers in non-traditional jobs!"* – Emma, Office for Women's Policy Manager

# Having your cake and eating it



Adina almost didn't apply for the Tasting Success Program. Thanks to some gentle encouragement from her high school teacher, she took the plunge and has gone from strength to strength, recently opening her own boutique cake shop in Sydney's west.

Tasting Success is a female chefs' mentoring program introduced to increase the likelihood that participants will complete their apprenticeship and embark on a hospitality career that brings them to senior leadership positions in the restaurant industry.

The program includes 35 hours of mentoring with a leading chef over an eight-month period to complement the student's course work and apprenticeship experience. Participants have the opportunity to experience working in the kitchens of top restaurants and some may participate in television cooking demonstrations or food styling for magazines and recipe books.

For Adina, Tasting Success gave her the opportunity to learn tools of the trade and be inspired by mentor Paris Cutler, owner of Planet Cakes.

"It was an amazing experience. [Paris] taught me to do everything from scratch and really made me understand that your work can't just be good – it needs to be perfect," she said.

"Paris' work is all about an incredible level of attention to detail; for example, seven tools are used to make just one tiny flower petal made from icing."

Adina said the experience resulted in "a million light bulbs" coming on and culminated in her opening her own business – Babycakes by Adina in Wetherill Park.

"My dad encouraged me to go for my own business and it's been the best experience. I'm already planning on opening another shop and I'd like to train someone to pass on my skills to," she said.

Tasting Success supports the NSW Government's commitment to increase female employment in traditionally male-dominated industries. In NSW, while there are 18,000 chefs, only 21.6 percent are female.

Tasting Success was cofounded in 2007 by industry leaders Lyndey Milan and Courtney Clarke OAM. Developed by TAFE Sydney Institute in partnership with the Office for Women's Policy, the program is also supported by industry partners such as Tourism Training Australia, Clubs NSW and Restaurant and Catering NSW.

# Aboriginal Affairs

## WHO WE ARE

Aboriginal Affairs' vision is to see Aboriginal people exercise and pursue their right and capacity to determine their political, economic, social and cultural development as the first people of NSW.

We administer the *Aboriginal Land Rights Act 1983*, providing accurate, timely and comprehensive input into government policy development.

Aboriginal Affairs advances the wellbeing of the Aboriginal people of NSW by:

- promoting social justice and the United Nations Declaration of the Rights of Indigenous Peoples
- cultivating strong partnerships with Aboriginal communities, organisations and advocates
- creating greater Aboriginal economic participation and wealth generation
- driving Aboriginal involvement in policy development and service delivery monitoring and evaluating government policies and programs to ensure that they are meeting the needs and aspirations of Aboriginal people in Closing the Gap on Aboriginal disadvantage
- promoting positive images of Aboriginal people and communities by supporting Aboriginal role models, leadership opportunities and inclusive community governance models.

## WHAT WE DO

Our work includes:

- supporting effective community partnerships, decision-making and consultation with and within communities through the Partnership Community Program, peak body engagement and local engagement groups
- building partnerships which improve access to services, resources and information, such as help to develop community action plans, provision of demographic data about the community and regional engagement groups
- coordinating the delivery of programs and services for economic participation, environmental health, culture and heritage, such as family records and the Aboriginal languages program

- monitoring, evaluating and reporting on how the NSW Government is improving outcomes, and sharing information on what works, such as regional reports and community profiles
- leading government initiatives such as Safe Families and the Interagency Plan to Tackle Child Sexual Assault in Aboriginal Communities
- providing expert knowledge of Aboriginal affairs within the NSW Government.

## OUR CLIENTS

163,000 Aboriginal people who live in NSW.



# Aboriginal Affairs

## CONTINUED

### OUR PERFORMANCE HIGHLIGHTS

In 2010–11:

- we supported the NSW Government in amending the NSW Constitution Act 1902 in September 2010 to recognise Aboriginal people as the first people of the state, affirming their spiritual, cultural, social and economic relationship to their traditional lands, and acknowledging their ongoing contribution to the state of NSW
- we amended the Aboriginal Land Rights Regulation 2002 in consultation with the NSW Electoral Commission, to facilitate the more efficient conduct of the four-yearly elections for the nine NSW Aboriginal Land Council Councillors
- we contributed to NSW policy in the Council of Australian Governments' (COAG) Indigenous reform agenda (Closing the Gap) targets for life expectancy, literacy, numeracy, employment and education
- the NSW and Commonwealth governments signed the Overarching Bilateral Indigenous Plan to Close the Gap in Aboriginal and Torres Strait Islander Disadvantage
- we completed a major actuarial study into the projected cost of not Closing the Gap of Aboriginal disadvantage
- we supported the Minister for Aboriginal Affairs' endorsement of the Northern Regional Partnership Agreement between Local Aboriginal Land Councils, the Commonwealth Government and the NSW Government
- we recognised 21 community engagement groups under the Partnership Community Program draft governance framework
- we funded NGOs to implement the Aboriginal Jobs Together Project
- we adopted Aboriginal Participation in Construction Guidelines to enhance employment opportunities for Aboriginal people
- we established two Sydney Job Compact Steering Committees to improve the focus on Aboriginal employment
- we provided assistance to 301 Aboriginal owned and operated businesses, with 142 jobs created
- we completed the 10-year \$240 million Aboriginal Communities Development Program with housing and infrastructure works in Menindee, Bourke, Brewarrina, Tabulam and Wilcannia undertaken in 2010–11; and the NSW Aboriginal Land Council and NSW Government delivered improved water and sewerage to 3,000 Aboriginal people
- we provided child protection awareness training to agency staff as part of the Keep Them Safe Program.

Full details of Aboriginal Affairs performance can be found at [www.daa.nsw.gov.au](http://www.daa.nsw.gov.au)

The FACS financial statements includes financial performance information for Aboriginal Affairs from July 2010 – March 2011 and funding information for non-government organisations.

# Cooking up a storm at Purple Goanna



Ever wondered what curry crocodile, marinated kangaroo fillet or an emu baguette tastes like? These are just some of the tasty fusion treats to be found on the menu at the Purple Goanna Café in Redfern.

Purple Goanna received \$6,000 funding from the Aboriginal Business Development Program, which helped the café produce its marketing material and website, as well as receiving business development support.

Café owner Suzanne Grech said the program helped her achieve a life-long goal.

“I got interested in Indigenous food from the time when I was a little girl and used to visit my grandmother who lived in Coonabarabran.

“She is a great cook and used to take us out to the mission at Burrabeedee and we would walk until sunset, digging up yams and fishing for yabbies in the dam to take home with us.

“I used to walk down the main street of Marrickville and see how there were so many different types of food but no Indigenous food on offer. I had a dream to open my own place to show people how great our food can be.

“The program has helped me to look at the café as a business and make it more sustainable. I’ve also attended courses and have a fantastic mentor who is always on hand to help.

“My dream is to open a Purple Goanna café in every suburb, as I’d love more people to know about Indigenous food,” Suzanne said.

Through Aboriginal Affairs and Trade and Investment, economic development officers help build and strengthen economic capacity by promoting, supporting and encouraging Aboriginal business opportunities like Purple Goanna.

As well as providing funding to support businesses, the program helps Aboriginal enterprises to plan for growth and development with advice from specialist consultants, ‘how to’ workshops and networking opportunities.

# Juvenile Justice

## WHO WE ARE

Juvenile Justice is responsible for administering youth justice conferences and for supervising young people who receive community-based orders or custodial sentences from the courts.

We operate under the terms of the *Children (Detention Centres) Act 1987*, the *Children (Community Service Orders) Act 1987*, the *Young Offenders Act 1997* and the *Children (Interstate Transfer of Offenders) Act 1988*.

Juvenile Justice's key priorities are to reduce rates of crime, particularly violent crime, reduce levels of antisocial behaviour and reduce reoffending.

## WHAT WE DO

Our work includes:

- the supervision of young people sentenced to community-based or custodial orders
- support for young offenders meeting the conditions of bail
- supervising young offenders on conditional bail
- supervising young people remanded in custody pending court matters
- preparing reports for consideration of the courts in determining sentences
- administering the Youth Justice Conferencing Program.

We provide funding to a number of community organisations to assist young offenders and their families.

## OUR CLIENTS

While supervising young offenders, either in the community or in custody, we help young people with programs that provide them with the opportunity to choose positive alternatives to offending behaviour.

These services are aimed at reducing the risk of a young person reoffending, and to assist them in addressing underlying issues and behaviours.

## OUR PERFORMANCE HIGHLIGHTS

In 2010–11, we:

- commenced the roll-out of Changing Habits and Reaching Targets (CHART), a new cognitive-behavioural approach for community-based offenders which helps young people change their thinking and decision-making processes and ultimately, their offending behaviour; 147 young people have been in the program
- opened a new 15-bed unit in Acmena Juvenile Justice Centre which is self-contained, accommodates 15 young people and has two classrooms, an improved administration area, a visits area and court audio-visual link suites
- established the Bail Assistance Line, which has received more than 130 telephone calls for assistance, providing safe accommodation for nearly 40 young people to ensure that they are not remanded in custody because of accommodation, transport and case support issues

- completed the staged implementation of the Detainee Behaviour Intervention Framework, which has been implemented across all centres and provides staff working in custodial environments with guidance for effective management of detainee behaviour
- established an employment program with community organisation Whitelion.

Full details of Juvenile Justice's performance can be found in the Department of Attorney General and Justice 2010–11 Annual Report at [www.djj.nsw.gov.au](http://www.djj.nsw.gov.au)

The FACS financial statements includes financial performance information for Juvenile Justice from July 2010 – March 2011 and funding information for non-government organisations.

# Helping keep young people out of custody



For young people in trouble, a new after hours telephone service is helping provide options so they don't have to be held in custody because they can't meet bail conditions.

NSW Police no longer have to keep young people in a detention centre if they can't make contact with a parent or guardian. Instead, the Bail Assistance Line and a bail coordinator will locate a parent or guardian or find a safe place for the young person to stay until their court date. Coordinators can also help with transport, health, counselling and other case support issues.

The service is helping reduce the numbers of young people held on remand for short periods who do not

need to be in custody, as well as freeing up police to return to frontline duties.

Last year, the line received more than 130 telephone calls for help and provided safe accommodation for nearly 40 young people.

When Mt Druitt police arrested 12-year-old young offender Jake\* for breach of a bail condition, they were reluctant to refuse him bail because of his very young age, but they couldn't reach a parent or guardian. The solution was to call the Bail Assistance Line. Staff contacted CatholicCare, which sent a staff member to collect him from the police station.

"I was 12 years old and had nowhere to go when the police arrested me. I would have ended up in custody for the night, but they called the Bail Assistance Line and CatholicCare collected me. They gave me food, a bed and drove me to Children's Court the next day," Jake said.

\* Name has been changed.

## APPENDICES

1. LEGISLATION AND LEGAL CHANGES	143
2. HUMAN RESOURCES	147
3. EQUAL EMPLOYMENT OPPORTUNITIES	149
4. OCCUPATIONAL HEALTH AND SAFETY	153
5. PERFORMANCE AND NUMBER OF EXECUTIVE OFFICERS	157
6. MULTICULTURAL POLICIES AND SERVICES PROGRAM	165
7. DISABILITY ACTION PLANS	168
8. OVERSEAS VISITS	171
9. CONSULTANTS	172
10. RIGHT TO INFORMATION	173
11. PRIVACY AND PERSONAL INFORMATION	175
12. CONSUMER RESPONSE	176
13. LAND DISPOSAL	180
14. CREDIT CARD CERTIFICATION	180
15. DISCLOSURE OF CONTROLLED ENTITIES	180
16. ENVIRONMENTAL SUSTAINABILITY	181
17. INTERNAL AUDIT AND RISK MANAGEMENT	183
18. RESEARCH AND DEVELOPMENT	189
19. PAYMENT OF ACCOUNTS	194



# 1. Legislation and legal changes

## ABORIGINAL HOUSING OFFICE

### Principal Acts administered

*Aboriginal Housing Act 1998 No 47*

### Amendments to legislation

*Residential Tenancies Act 2010*

The *Statute Law (Miscellaneous Provisions) Act 2011 No 27*, which was assented to on 27 June 2011 and commenced on 8 July 2011, amends section 36 of the *Residential Tenancies Act 2010* to dispense with the requirement to provide a rent receipt where the Aboriginal Housing Office is the landlord for a residential lease. This mirrors a previous exemption in the repealed *Residential Tenancies Act 1987*.

### Significant judicial decisions

Nil

## AGEING, DISABILITY AND HOME CARE

### Principal Acts administered

*Disability Services Act 1993*

*Home Care Service Act 1988*

*Youth and Community Services Act 1973*

*Carers (Recognition) Act 2010*

*Guardianship Act 1987*

(responsibility for this act moved to the Department of Attorney General and Justice on 2 June 2011)

*Community Services (Complaints, Reviews and Monitoring) Act 1993* (administered jointly with Community Services)

*Community Welfare Act 1987* (jointly with Community Services)

### Amendments to legislation

The *Disability Services Regulation 2010* defines a class of services in section 4 of the *Disability Services*

*Act 1993* which started on 9 July 2010. The *Youth and Community Services Regulation 2010*, which includes new requirements for licensees and licensed managers of residential centres for handicapped persons, started on 1 September 2010. The *Guardianship Regulation 2010* has replaced the *Guardianship Regulation 2005*, which was repealed on 1 September 2010 by section 10 (2) of the *Subordinate Legislation Act 1989*.

### Significant judicial decisions

Nil

## BUSINESSLINK

### Principal Acts administered

NSW Businesslink Pty Ltd was incorporated on 28 June 2004 under the *Corporations Act 2001 (Commonwealth)* as an Australian proprietary company limited by shares.

### Amendments to legislation and significant judicial decisions

Nil

## COMMUNITY SERVICES

### Principal Acts administered

*Adoption Act 2000*

*Child Protection (International Measures) Act 2006*

*Children and Young Persons (Care and Protection) Act 1998* (except parts 12 and 12A which are administered by the Minister for Education)

*Community Services (Complaints, Reviews and Monitoring) Act 1993* (administered jointly with the Minister for Ageing and Minister for Disability Services, except for Part 5 which is administered by the Minister for Police and Emergency Services)

*Community Welfare Act 1987* (administered jointly with the Minister for Disability Services)

Responsibility for the *Children (Education and Care Services National Law Application) Act 2010* and the *Children (Education and Care Services) National Law (NSW)* was transferred to the Minister for Education on 3 April 2011 (see Transfer of Acts below).

### Amendments to legislation

*Adoption Act 2000*

The *Adoption Amendment (Same Sex Couples) Act 2010 No 2* came into effect on 15 September 2010. The original Bill was introduced into the NSW Legislative Assembly by the Hon. Clover Moore MP and enables couples of the same sex to adopt children. The then Minister for Community Services moved an amendment to the Bill to provide an exemption for faith-based organisations from *Anti-discrimination Act 1977* with respect to discrimination on transgender grounds or the ground of homosexuality when providing adoption services under the *Adoption Act 2000*. The amendment was accepted. The Act also inserted new provisions into the *Adoption Act 2000* allowing non-identifying background information about the prospective adoptive parents to be made available to birth parents, and for parents consenting to adoption to express their wishes about their preferred background, beliefs or domestic relationship of any adoptive parent.

Amendments were made under the *Statute Law (Miscellaneous Provisions) Act 2010 No 2* to Section 91 of the *Adoption Act 2000* by inserting a new subsection (6A), which will

# 1. Legislation and legal changes

## CONTINUED

allow the principal officer of an accredited adoption service provider to delegate their function of preparing reports for court adoption applications. The amendments came into effect on 29 November 2010.

*Children and Young Persons (Care and Protection) Act 1998*  
The *Children and Young Persons (Care and Protection) Amendment (Children's Services) Act 2010* introduced a new licensing and approval process for children's services in NSW. The new licensing system allows the issue of separate approvals for the service provider, the children's service and the authorised supervisor in order to reduce red tape for both the regulator and the children's services sector. These amendments set the groundwork for the national legislation which will apply to the majority of children's services in NSW from 1 January 2012. Children's services transferred to the Minister of Education on 3 April 2011. For more information, see Transfer of Acts.

Further amendments to children's services were made by the *Children and Young Persons (Care and Protection) Amendment Act 2010*, which will:

- extend the statement of principles underlying the provision of children's services to the licensing system for children's services
- provide for a more extensive range of investigation and enforcement powers in connection with the regulation of children's services
- improve access to information about children's services.

Other amendments made to the *Children and Young Persons (Care and Protection) Act 1998* include amendments relating to the provision of voluntary out-of-home care and other miscellaneous amendments. These provisions began on 7 February 2011.

The *Statute Law (Miscellaneous Provisions) Act 2010* made minor amendments to the *Children and Young Persons (Care and Protection) Act 1998* in relation to the children's guardian's regulatory functions, particularly in respect to voluntary out-of-home care, and clarified the definition of designated agency. These amendments commenced on 9 July 2010.

*Children (Education and Care Services National Legislation Application) Act 2010*

The *Children (Education and Care Services National Legislation Application) Act 2010* was agreed on 29 November 2010. It provides the legislative framework for the Education and Care Services National Law. The National Law provides a legislative framework for a national approach to the regulation of education and care services provided to children under 13 years of age. This includes long day care, preschool, family day care and outside of school hours care. The National Law will apply to children's services from 1 January 2012. The National Law Act was transferred to the Minister for Education on 3 April 2011. For more information, see Transfer of Acts.

*Community Welfare Act 1987* (except part 5 which is administered by the Minister for Police and Emergency Services) Amendments were made under the *Statute Law (Miscellaneous Provisions) Act 2010* No 2 to section 15 of the *Community Welfare Act 1987* to remove provisions for the establishment of the Community Welfare Advisory Council (the Council). The Council, which was intended to provide advice to the Minister on matters relating to community welfare and social development, had not been constituted for many years as it has been replaced by a series of specific purpose advisory groups. Other amendments were made to the Act in order to remove all references to the Council. These amendments commenced on 7 January 2011.

### Amendments to regulations

*Adoption Regulation 2003*

The *Adoption Amendment (Same Sex Couples) Act 2010* No 2) made amendments to the *Adoption Regulation 2003* to support the amendments made to the *Adoption Act 2000* (see above under Amendments to legislation). These amendments commenced on 15 September 2010.

*Children and Young Persons (Care and Protection) Regulation 2000*

The *Children and Young Persons Legislation Amendment Regulation 2011* made minor amendments to the *Children and Young Persons (Care and Protection) Regulation 2000* and the *Children and Young Persons (Savings and Transitional) Regulation 2000*. The Regulation commenced on 7 February 2011.

### *Children's Services Regulation 2004*

The *Children's Services Amendment Regulation 2010* amended the *Children's Services Regulation 2004* to support amendments to the children's services provisions of the *Children and Young Persons (Care and Protection) Act 1998*. The amendments commenced on 1 January 2011. The administration of the *Children's Services Regulation 2004* has now been transferred to the Minister for Education. For more information, see Transfer of Acts.

### Transfer of Acts

#### *Allocation of the Administration of Acts 2011*

The *Allocation of the Administration of Acts 2011* transferred the administration of the following legislation relating to children's services and out of school hours care services:

- *Children and Young Persons (Care and Protection) Act 1998*, Chapters 12 and 12A and any other provisions of that Act so far as they relate to functions under Chapters 12 and 12A, have been transferred to the Minister for Education. This transfer was effective as of 3 April 2011.
- *Children (Education and Care Services National Law Application) Act 2010* and the *Children (Education and Care Services) National Law (NSW)* have been transferred to the Minister for Education. This transfer was effective as of 3 April 2011.
- *Community Welfare Act 1987*, so far as any provisions of the Act relate to functions under Chapters 12 and 12A of the *Children and Young Persons (Care and Protection) Act 1998*, has been transferred to the Minister for Education. This transfer was effective as of 2 June 2011.

*Disaster Welfare Assistance Community Welfare Act 1987*, Part 5 and any other provisions of that Act so far as they relate to functions under Part 5, were transferred to the Minister for Police and Emergency Services. This transfer was effective as of 2 June 2011.

### Significant judicial decisions

#### *Child Welfare – NSW Supreme Court and Court of Appeal*

##### *Re Kerry [2010] NSWCA 232*

This decision of the Court of Appeal concerned an application for interim access rights to a child whilst in hospital in lieu of prerogative relief where an order would affect a decision of the District Court. It was held that the court has the power under section 69 of the *Supreme Court Act* to make the necessary orders (which it in fact made) but the court takes the same restrictive view of when it should make orders as it does when exercising its parent's *patria* jurisdiction.

##### *Re Tracey [2011] NSWCA 43*

This decision of the Court of Appeal concerned the relevance of the statutory principle about least intrusive intervention to decisions about the care plan and final orders and whether the UN Convention on the Rights of the Child (UNCROC) was a relevant consideration when looking at a section 80 Care Plan (the child being born outside Australia).

##### *Application of MKM and RDM: re SCH [2010] NSWSC 1270*

This decision of Brereton J of the Supreme Court related to the proposed adoption of a stepchild by her mother and stepfather. An application was made to dispense with the father's consent, but it was held that the child's consent was the only consent required (which had been given) and therefore no consent dispense order was required.

The applicants had failed to seek leave from the Family Court to bring the adoption application,

as required by section 60G of the *Family Law Act*. The court held that s60G applications are a special federal matter within the meaning of the *Commonwealth Jurisdiction of Courts (Cross-vesting) Act 1987* and, therefore, the Supreme Court should only exercise cross-vested jurisdiction if there are special circumstances.

##### *Re B [2010] NSWSC 1155*

This decision of Palmer J of the Supreme Court related to the proposed adoption of a 10-year-old and whether to dispense with the father's consent and found two issues to be considered:

- is there a realistic possibility that the father will be able to resume the full-time care of the child in the fairly near future
- is it in the best interests of the child to make a decision about adoption now or wait until the child is 12 and can give sole consent to adoption if the child so wishes to be adopted.

##### *Application of H and H: child JW [2011] NSWSC 93*

This decision of Hallen AJ of the Supreme Court related to the proposed adoption of a child where a change of name was proposed. The court found there were special circumstances to do so, based on evidence from the applicants that demonstrates their commitment to preserve the child's identity and culture.

#### *Family Court of Australia*

##### *Re Sean and Russell (Special Medical Procedure) [2010] FamCA 948*

This decision of Murphy J concerned whether a procedure to remove testes and kidneys from two boys suffering from Denys-Drash Syndrome was a special medical procedure requiring court consent. It was found that the procedure did not require court consent as it was "sterilisation which is a by-product of surgery appropriately carried out to treat some malfunction or disease" and therefore within the



# 1. Legislation and legal changes

## CONTINUED

exception set out in *Re Marion*. The parents were found to have the authority to give the necessary consent. The court also confirmed that the proposed procedure was in the best interests of the children and made orders declaring that the parents are permitted to authorise the proposed surgery and any further necessary consequential procedures to give effective treatment for the condition Denys-Drash Syndrome.

### *Department of Human Services and Brigham and Anor [2010] FamCA 937*

The decision of Cohen J examined the production of reports of risk of harm by the department in response to subpoenas.

## HOUSING NSW

### **Allocation of the Administration of Acts**

The *Allocation of the Administration of Acts 2011* (No 2 – General Allocation) which commenced on 3 April 2011:

- allocated responsibility for the administration of the *Housing Act 2001* No 52 and the *Commonwealth State Housing Agreement Act 1946* No 19 jointly to the Minister for Finance and Services and the Minister for Family and Community Services
- allocated responsibility for the administration of the *HomeFund Restructuring Act 1993* No 112 (except for ss14–16 and Schedule 2 for which the Minister for Commerce and/or the Minister for Fair Trading was responsible) and the *Loan Fund Companies Act 1976* No 94 to the Minister for Finance and Services.

### **Principal Acts administered**

*Housing Act 2001* No 52<sup>#</sup>

*Commonwealth and State Housing Agreement Act 1946* No 19<sup>#^</sup>

*Commonwealth and State Housing Agreement Act 1956*<sup>\*</sup>

*Housing Agreement Act 1956*<sup>\*</sup>

*Housing Agreement Act 1961*<sup>\*</sup>

*Housing Agreement Act 1966*<sup>\*</sup>

*Housing Agreement Act 1973*<sup>\*</sup>

*Housing Agreement Act 1974*<sup>\*</sup>

*Housing Agreement Act 1978*<sup>\*</sup>

*Housing Agreement Act 1981*<sup>\*</sup>

*Housing Agreement Act 1985*<sup>\*</sup>

<sup>#</sup> From 3 April 2011, this Act became jointly administered with the Department of Finance and Services.

<sup>^</sup> Was repealed by the *Statute Law (Miscellaneous Provisions) Act 2011* No 27, agreed on 27 June 2010 and began on 8 July 2011.

<sup>\*</sup> Denotes a non-current Act, which has since been repealed by the *Statute Law (Miscellaneous Provisions) Act 2011* No 27 agreed on 27 June 2010 and began on 8 July 2011.

### **Amendments to legislation and regulations**

*Amendment to Housing Act 2001*

Section 58E of the *Housing Act 2001* was amended to exclude certain parts of the *Residential Tenancies Act* where the Director General terminates the lease of a “registrable person” as defined in the *Housing Act 2001*. This amendment was necessary to bring the former wording in line with the provisions of the new *Residential Tenancies Act 2010*, which commenced on 31 January 2011.

*Amendment to Residential Tenancies Act 2010*

The *Statute Law (Miscellaneous Provisions) Act 2011* No 27, which was agreed on 27 June 2011 and began on 8 July 2011, amends section 36 of

the *Residential Tenancies Act 2010* to dispense with the requirement to provide a rent receipt where the NSW Land and Housing Corporation is the landlord of a residential lease. This reflects a previous exemption in the repealed *Residential Tenancies Act 1987*.

*Amendment to State Environmental Planning Policy (Affordable Rental Housing) 2009*  
The *State Environmental Planning Policy (Affordable Rental Housing) Amendment 2011*, which commenced on 20 May 2011, preserves the powers of the NSW Land and Housing Corporation to self-approve certain affordable housing developments on the condition that those projects start before 20 May 2013. Additional parking and notification requirements were also imposed for certain other classes of development.

### **Significant judicial decisions**

*City of Botany Bay v NSW Land and Housing Corporation [2010] NSWLEC 160*

City of Botany Bay Council challenged an approval granted by a delegated officer of Housing NSW to an affordable housing development under *State Environmental Planning Policy (Affordable Rental Housing) 2009*.

The Land and Environment Court (Sheahan J.) found in favour of the NSW Land and Housing Corporation on each of the claims made by Botany Council. This included a finding that a full and comprehensive environmental assessment had been undertaken by the NSW Land and Housing Corporation before the project commenced. Botany Council has appealed the decision to the NSW Court of Appeal.

## 2. Human resources

The following table contains human resources information for the first reporting year as the Department of Family and Community Services. Human resources information for the former Department of Human Services for 2009–10 is available at [www.facs.nsw.gov.au](http://www.facs.nsw.gov.au)

### Number of FACS employees by category as at 30 June 2011

EMPLOYMENT CATEGORY	AGEING, DISABILITY AND HOME CARE	ABORIGINAL HOUSING OFFICE	BUSINESS-LINK	CENTRAL OFFICE	COMMUNITY SERVICES	HOUSING NSW	OFFICE FOR WOMEN'S POLICY	TOTAL
Permanent	9,980	52	573	25	4,085	2,054	12	16,746
Temporary	1,378	24	118	27	560	416	1	2,559
Senior Executive	17	2	4	6	12	12	1	54
Casual	2,242	-	-	-	182	-	-	2,424
Other	2	-	-	-	3	3	-	8
<b>TOTAL</b>	<b>13,619</b>	<b>78</b>	<b>695</b>	<b>58</b>	<b>4,842</b>	<b>2,485</b>	<b>14</b>	<b>21,791</b>

Source: Department of Family and Community Services workforce profile.

Wage and salary movements occurred in accordance with the NSW Government wages policy. Staff employed under the Crown Employees Awards received a four percent wage increase in July 2010.

### ABORIGINAL HOUSING OFFICE

#### Number of employees

The Aboriginal Housing Office (AHO) employed 78 staff as at 30 June 2011.

#### Exceptional movement in wages, salaries or allowance

There were no exceptional movements in salaries, wages and allowances during 2010–11.

#### Personnel policies and practice

The AHO participated in standardising and consolidating human resources policies and procedures across the department through departmental working groups and committees.

Training was provided to all employees to encourage them to take personal responsibility for their actions, maintain respectful communications with colleagues and respond appropriately in difficult situations.

#### Industrial relations policies and practices

There were no industrial relations issues during 2010–11.

### AGEING, DISABILITY AND HOME CARE

#### Number of employees

The total number of staff at the end of June 2011 was 13,619.

#### Exceptional movement in wages, salaries or allowance

Home Care Service of NSW administrative staff received a four percent increase in July 2010 and Care Workers received a four percent pay increase in September 2010.

#### Personnel policies and practice

Key policies and fact sheets were released including Striving for Excellence, Secondary and Private Employment, Protected Disclosures, Dignity and Respect in the Workplace, Anti Discrimination, Bullying and Harassment and the revised Code of Conduct. Input provided for the development of FACS human resources policies on purchased leave and sick leave.

#### Industrial relations policies and practices

ADHC conducts regular consultation forums with organisations representing staff. Quarterly statewide Joint Consultative Committee meetings are held with the Public Service Association (PSA) and the NSW Nurses Association, and ongoing discussions occur with United Voice in relation to care workers.



## 2. Human resources

### CONTINUED

During 2010–11, a significant achievement included the creation of a new consent Award for staff employed in group homes, respite centres and in-home support. The implementation of the new Award was facilitated through the staff management plan and related documents that were negotiated with the PSA.

### BUSINESSLINK

#### Number of employees

Businesslink employed 695 staff at the end of June 2011. Businesslink also engaged 235 contractors as at 30 June 2011.

#### Exceptional movement in wages, salaries or allowance

There were no exceptional movements in salaries, wages and allowances during 2010–11.

#### Personnel policies and practice

Businesslink has in place comprehensive policies consistent with legislation and NSW Government policy which provide a framework for the appropriate management of staff. Businesslink is also part of a human resource policy working group, which began in December 2010, to develop whole-of-department policies.

#### Industrial relations policies and practices

Regular consultation between Businesslink and the PSA was maintained during the year. The industrial relations function was actively involved in strategic planning, re-aligning organisational structure, dispute prevention and monitoring of industrial relations issues.

### COMMUNITY SERVICES

#### Number of employees

Community Services employed 4,842 staff as at 30 June 2011.

#### Exceptional movement in wages, salaries or allowance

There were no exceptional movements in salaries, wages and allowances during the reporting period.

#### Personnel policies and practice

Community Services' Code of Conduct and Ethics sets out the standard of professional and ethical conduct expected of all staff, consistent with NSW public sector principles of conduct.

#### Industrial relations policies and practices

Community Services consulted with the PSA on a wide range of staffing issues and service reforms, including reforms associated with Keep them Safe.

The PSA took industrial action during 2010–11. Comprehensive discussions helped resolve the work bans without referral to the Industrial Relations Commission. One work ban is still outstanding and Community Services is working with the PSA to remedy this. A small number of individual matters were referred to the Industrial Relations Commission for assistance and all were resolved without arbitration.

### HOUSING NSW

#### Number of employees

The total number of staff at the end of June 2011 was 2,485.

#### Exceptional movement in wages, salaries or allowance

There were no exceptional movements in salaries, wages and allowances during 2010–11.

#### Personnel policies and practice

Housing NSW implemented "push reporting", which allows line managers to review their progress against key performance indicators on a monthly basis. The information forms the basis for discussions in team meetings, quarterly business reviews and performance reviews. These reports are aligned to Housing NSW's corporate reporting framework and sector requirements to improve management of sick leave, staff performance and development, as well as occupational health and safety incidents.

To support the growth of the community housing sector, guidelines for the temporary secondment of Housing NSW employees to community housing providers were implemented.

#### Industrial relations policies and practices

A consultative forum, comprising PSA members and delegates, met quarterly during 2010–11. Housing NSW continues to work closely with the PSA to improve people-management practices throughout Housing NSW.

### 3. Equal employment opportunities

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

#### Trends in the representation of EEO groups

EEO GROUP	BENCHMARK/ TARGET	PERCENTAGE OF STAFF		
		2009	2010	2011
Women	50	76	76	76
Aboriginal people and Torres Strait Islanders	2.6	7	8	9
People whose first language was not English	19	17	17	18
People with a disability	N/A	6	6	6
People with a disability requiring work related adjustment	1.5	2.0	1.9	1.6

#### Trends in the distribution of EEO groups across FACS

EEO GROUP	BENCHMARK/ TARGET	PERCENTAGE OF STAFF		
		2009	2010	2011
Women	100	85	87	87
Aboriginal people and Torres Strait Islanders	100	113	108	104
People whose first language was not English	100	101	100	100
People with a disability	100	102	102	107
People with a disability requiring work related adjustment	100	104	105	113

Source: NSW Department of Premier and Cabinet 2010–11 workforce profile.

#### Notes:

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

2 The distribution index is not calculated where EEO group or non-EEO group numbers are less than 20.

#### ABORIGINAL HOUSING OFFICE

To encourage a diverse workforce, development opportunities are promoted by circulating internal and external expressions of interest for positions across the public sector.

The representation of Aboriginal and Torres Strait Islander people and women within AHO continues to exceed the government's target. Having a knowledge and understanding of contemporary Aboriginal society and culture is essential to communicate effectively and

sensitively with our client group. Being of Aboriginal or Torres Strait Islander descent is a genuine occupational requirement and the majority of our positions are identified (55 percent).

Of the 78 people employed as at 30 June 2011, 55 percent of staff are female (43 employees) and 45 percent are male (35 employees), with 41 employees identifying as being of Aboriginal and/or Torres Strait Islander origin. There are nine employees (11 percent) who identify as belonging to a racial, ethnic or ethno-religious minority group.

#### Major EEO outcomes in 2010–11

The AHO has an ongoing commitment to support the employment of Aboriginal people in the Aboriginal housing sector. This includes a revised Aboriginal employment strategy and other strategies in its housing, refurbishment and maintenance programs. Staff also participated in the Housing NSW 2011 Aboriginal staff gathering to look at ways of improving service delivery.

# 3. Equal employment opportunities

## CONTINUED

### Strategies for 2011–12

In 2011–12, we aim to:

- provide business development assistance for Aboriginal community housing providers
- continue to implement an improved induction process for new staff
- encourage other government agencies to pursue opportunities to transition local Aboriginal employees who have worked and/or trained on capital works projects into other employment opportunities
- develop comprehensive work plans for Aboriginal cadets and trainees
- encourage Aboriginal building companies to tender for more construction and capital works projects in Aboriginal and mainstream programs
- reinforce Aboriginal employment clauses in all contracts to specify that tenderers must achieve a representative level of Aboriginal trades in all contracts.

### AGEING, DISABILITY AND HOME CARE

Ageing, Disability and Home Care (ADHC) employed a total of 13,619 people as at 30 June 2011. A total of 78 percent of staff were female and 22 percent male. There were 6.8 percent (768) employees who identified as being of Aboriginal descent and/or occupied identified positions. There were 18 percent (2,044) of employees identified as belonging to a racial, ethnic or ethno-religious minority group.

### Major EEO outcomes in 2010–11

Aboriginal staff initiatives included:

- the Aboriginal Employment Strategy 2011–15, which sets out a range of strategies to support the career development of Aboriginal staff and a commitment to achieving a 10 percent representation of Aboriginal employees by 2015
- recruiting Aboriginal trainees in a program which combines employment and formal study in Certificate IV in Disability or Certificate III in Aged Care, and provides support from an Aboriginal cultural mentor; 19 Aboriginal Nursing Assistants and 39 Disability Support Worker trainees were recruited
- an indigenous cadet program which employs Aboriginal people studying social work or allied health at a tertiary level.

Strategies to support people with a disability included:

- a pilot project employing graduates with a disability through the Australian Network on Disability's 'Stepping Into' program
- work with the Disability Employee Network to develop a range of material to inform and support staff with a disability and their managers, including fact sheets on resources for workplace modifications.

Strategies to support women included:

- the Tranby Aboriginal organisational leadership program being undertaken by 10 Aboriginal women

- workshops for 32 women through the Women Achieving masterclasses
- 12 women participating in the Women's Leadership Symposium Employer of Choice Program, which includes a two-day forum and personal coaching sessions
- 18 women participating in a range of executive development courses
- 77 percent of female staff participating in the Achieving Together Programs – frontline workers, frontline managers, middle managers and senior leaders.

ADHC also received a plaque for its contribution and participation in the Employer of Choice Program for the Women's Leadership Symposium 2011.

### Strategies for 2011–12

In 2011–12, cultural competency training will be developed to enable staff to be more effective in working with Aboriginal clients and staff, and further Aboriginal trainee and cadet recruitment will be undertaken.

Footnote: The EEO figures are not raw figures, they are inflated for non-respondents as per EEO methodology, and relate to non-casual staff.

### BUSINESSLINK

Businesslink employed a total of 695 people as at 30 June 2011. For the reporting year, Businesslink exceeded all percentage targets for representation of EEO groups.

### Major EEO outcomes in 2010–11

Women represent 54.8 percent of all employees, with the highest proportion (34.6 percent) employed at the salary level \$73,709 to \$95,319 per year.

Men represented 45.2 percent of all employees, with the highest proportion (30.9 percent) also employed at the salary level \$73,709 to \$95,319 per year.

The number of women employed is not evenly distributed across salary levels, with 18.4 percent of women represented in the salary ranges of \$95,319 and above, compared to 42.7 percent of men.

The proportion of Aboriginal and Torres Strait Islander staff was 4.7 percent, up from 0.4 percent last year and well above the benchmark of 2.6 percent. This increase is in part due to the implementation of the Aboriginal employment strategy for 2010–13 and strong encouragement for staff to report EEO data.

The proportion of staff whose first language was not English was 31.0 percent (an increase of 1.5 percent on the previous year), which still significantly exceeds the government target of 19 percent.

The proportion of staff with a disability was 6.5 percent, with 2.2 percent of staff requiring workplace adjustment.

Strategies and programs aimed at reaching benchmarks were developed in 2009–10 and implemented in 2010–11, and these are accountable for some of the improved results.

### Strategies for 2011–12

In 2011–12, we aim to:

- employ five Aboriginal people as trainees through a partnership scheme with Gandangara Local Aboriginal Land Council
- fund eight places in the Department of Premier and Cabinet Drive Your Career Program for women
- allocate at least 50 percent of Businesslink scholarships to women, including the Public Sector Management Program
- promote employment opportunities for people with disabilities in the community, including using printers based in Wollongong and Nowra which employ 320 people, largely with disabilities.
- joint recruitment between Community Services and AbSec in June 2011
- quarterly meetings of the multicultural staff reference group to advise on implementation of the Multicultural Strategic Commitment 2008–13.

## COMMUNITY SERVICES

Community Services employed a total of 4,842 people including casuals and 4,660 people excluding casuals as at 30 June 2011.

A total of 82.79 percent of staff were female and 17.21 percent male. There were 386 employees who identified as being of Aboriginal and/or Torres Strait Islander descent and/or occupied identified positions. Of these, 258 were in casework positions. There were 380 employees who identified as belonging to a racial, ethnic or ethno-religious minority group, of which 180 were employed in casework positions, including multicultural positions.

### Major EEO outcomes in 2010–11

Multicultural staff initiatives included:

- the Multicultural Caseworker Program, which recruits caseworkers with language and cultural skills to work with culturally and linguistically diverse children and families
- the multicultural staff conference held in November 2010 to provide training and information to staff on effective practice with multicultural clients
- increasing the number of allowances for staff that speak languages other than English who can translate for clients from 169 last year to 175 this year
- completing an Aboriginal Strategic Commitment of Service 2010–11
- the roll-out of local Aboriginal action planning in regions

### Strategies for 2011–12

In 2011–12, we aim to:

- implement the Community Services Multicultural Strategic Commitment 2008–13 through regional implementation plans
- integrate Multicultural Strategic Commitment 2008–13 strategies with the Keep Them Safe Plan on child wellbeing
- recruit additional foster carers from culturally diverse backgrounds and assess the cultural competence of new foster carers
- deliver community information sessions for emerging refugee communities
- maintain interpreter services and funded agencies, and provide accessible translations of community education material
- fund projects and services which target the specific needs of culturally diverse clients and communities.

# 3. Equal employment opportunities

## CONTINUED

### HOUSING NSW

Housing NSW continues to maintain consistent representation of equal employment opportunity groups across salary levels.

Women, Aboriginal people and Torres Strait Islanders continue to have a higher proportion employed at lower salary levels than benchmarked targets. Housing NSW has continued to focus on recruiting Aboriginal and Torres Strait Islander people and people with disabilities.

#### Major EEO outcomes in 2010–11

- lodging the EEO Management Plan 2009–12 with the Public Sector Workforce Office
- launching the Aboriginal employment strategy and a number of initiatives including “healthy boundaries” training for Aboriginal staff and employing 10 students as part of an Aboriginal traineeship
- eight staff participating in an Aboriginal staff mentoring program
- establishing the Diversity and Equity Council, which includes representatives from EEO groups including Aboriginal staff and management
- a commitment to specific outcomes under the Ready, Willing and Able Program, which will be implemented in 2011–12
- public support of events such as NAIDOC Week and International Women’s Day.

The Certificate IV in Social Housing also includes a module on “working effectively with culturally diverse clients and co-workers”.

As a member of the Australian Employers’ Network on Disability, Housing NSW promoted the Network’s publication, *Manager’s Guide: Disability in the Workplace*, to line managers and introduced a new training program. Underpinning these initiatives are policies and procedures that support reasonable adjustment in the workplace for staff with disabilities. The Diversity and Equity Council will focus on reviewing and enhancing recruitment and selection procedures to support employment initiatives for EEO groups.

#### Strategies for 2011–12

Housing NSW will continue to support diversity initiatives including implementing Aboriginal Employment Strategy commitments such as the Engaging Effectively Training Program for non-Aboriginal staff, as well as identifying roles, numbers of Aboriginal positions, and target areas required to deliver workforce EEO outcomes.

The Ready, Willing and Able Program will be implemented in 2011–12.



## 4. Occupational health and safety

### ABORIGINAL HOUSING OFFICE

The Aboriginal Housing Office is committed to care for the health, welfare and safety of all staff, visitors and stakeholders in the workplace. Highlights for 2010–11 include:

- the occupational health and safety committee monitoring responsibilities and communicating information to staff
- an emphasis on prevention of incidents
- effective incident, post-incident and injury management
- timely and planned return to work processes
- efficient and proactive management of workers' compensation injuries and claims
- annual flu vaccine offered to all staff
- occupational health and safety training for staff.

An employee assistance program is in place and staff and their immediate families have access to confidential, free support services.

There were no prosecutions under the *Occupational Health and Safety Act* during the year.

### Aboriginal Housing Office worker compensation claims<sup>1</sup>

YEAR	2007–08	2008–09	2009–10	2010–11
Claims reported	4	6	2	5
Incurred cost	\$77,680	\$52,788	\$2,438	\$24,787
Average incurred cost	\$19,420	\$8,798	\$1,219	\$4,957

### AGEING, DISABILITY AND HOME CARE

Ageing, Disability and Home Care (ADHC) is committed to continually improving health, safety and wellbeing standards to minimise the risk of injury to staff, clients and visitors. In 2010–11, the focus was on training and enterprise risk management with an emphasis on promoting good governance and accountability practice.

The average incurred cost of claims increased by two percent in 2010–11. This was due to an increase in the number of large cost claims within ADHC services claims portfolios. Strategies have been put in place to reduce costs from health and safety claims. Some of these initiatives include the development of key performance indicators for performance monitoring, regular reviews of injury claims and increased technical claims management support to regions and business areas.

Between January and April 2011, the transition to a new claims manager, QBE Insurance was undertaken. The transition has been completed and service level agreements established.

Converge International entered the second of its three-year Employee Assistance Program contract to deliver confidential, voluntary and free support services to all employees and their immediate families. This service is available 24 hours a day, seven days a week.

ADHC received five provisional improvement notices issued by WorkCover NSW related to exposure to client related violence, traffic management risks and ergonomic design of workstations. An investigation by WorkCover NSW took place in relation to an incident at a large residence in July 2010.

There were no prosecutions under the *Occupational Health and Safety Act* during the year.

### Ageing, Disability and Home Care workers' compensation claims

YEAR	2007–08	2008–09	2009–10	2010–11
Claims reported	1,144	1,150	1,154	1,207
Incurred cost	\$7,352,949	\$8,162,741	\$9,360,055	\$9,987,331
Average incurred cost	\$6,427	\$7,098	\$8,111	\$8,275

# 4. Occupational health and safety

CONTINUED

## BUSINESSLINK

### Businesslink workers' compensation claims

YEAR	2007-08	2008-09	2009-10	2010-11
Claims reported	13	15	19	16
Incurred cost	\$377,771	\$688,838	\$127,881	\$430,305*
Average incurred cost	\$29,059	\$45,923	\$6,731	\$30,736*

\* Figures for incurred cost and average incurred cost do not include estimates for two claims occurring in late June 2011.

There were no prosecutions under the *Occupational Health and Safety Act* during the year.

### Community Services workers' compensation claims

YEAR	2007-08	2008-09	2009-10	2010-11
Claims reported	241	249	239	236
Incurred cost	\$2,282,503	\$3,331,382	\$4,697,687	\$4,403,636
Average incurred cost	\$9,471	\$13,379	\$19,656	\$18,659

### Community Services injuries during 2010-11

	PHYSICAL INJURIES	PSYCHOLOGICAL INJURIES
Number of claims	165	71
Average incurred cost	\$11,490	\$35,320
Average days paid	16	49

## COMMUNITY SERVICES

During the reporting period, 236 workers' compensation claims were lodged, with an average cost of \$18,659. The number of claims in Community Services has decreased in comparison to the number of claims lodged in 2009-10. Community Services is expected to meet the "Working Together: Public Sector Occupational Health and Safety and Injury Management Strategy 2010-2012 (Working Together)" target. The target is a 15 percent reduction in incidents of all permanent disability and lost time workplace disease and workplace injury claims by June 2012.

While number and cost of claims has decreased compared to the previous year, the average cost remains high compared to earlier years. This is because there is a large number of psychological injury claims which have higher average working time lost per claim. Psychological injury claims accounted for 30 percent of claims, and 57 percent of both time lost and cost in 2010-11.

In consultation with employee and union representatives, Community Services selected "psychological injury" and "return to work" as the two priority areas to address under Working Together. A program for preventing and managing psychological injury was developed and implementation has begun.

Key initiatives progressed during the reporting period include:

- delivering "respectful workplace" sessions by senior management and the Public Sector Association to promote the Dignity and Respect in the Workplace Charter, and to educate staff about the division's policy on bullying, harassment and discrimination and the process for making complaints
- implementing "healthy workplace" training for managers to provide them with tools and skills to manage difficult employee behaviours and be a positive role model to staff
- implementing the return to work program to help managers fulfil their responsibilities in the return to work of injured workers, and to provide them with clear instruction about their role in the process.

A flu vaccination program was arranged for staff prior to the start of winter. Sixty-one vaccination sites were established across the state and 31 percent of staff were vaccinated in the workplace (1,446 out of 4,685). Staff were reimbursed where they could not attend an on-site vaccination and attended their own doctor instead.

There are two WorkCover Improvement Notices regarding the ineffectiveness of complaint handling and a requirement to update the Grievance Policy, and required actions are being carried out.

There were no prosecutions under the *Occupational Health and Safety Act* during the year.

## HOUSING NSW

Occupational health and safety improvements included implementing:

- an Occupational Health and Safety and Injury Management Improvement Strategy (2010–12) and Improvement Plan (2010–13)
- the Healthy Workforce Program, which included on-site flu vaccinations for staff.

Developing business systems and processes to support health and safety continued during the year and included:

- an internal audit of Housing NSW's return to work program and assessment of health and safety risks
- introducing health and safety and injury management audits of work sites
- continued work with Businesslink to report incidents and provide support for employees and managers
- clear assignment of responsibilities for all levels of management with the inclusion of specific accountabilities in position descriptions, work plans, performance agreements and reviews, as well as in business plans
- establishing a risk management improvement team.

During 2011–12, the focus will remain on continuous improvement initiatives, as well as monitoring outcomes against the plans outlined above. Other proposed strategies include:

- providing support for managers to complete investigation and follow up on reported incidents
- continuing worksite audits
- improving risk assessment through better data and reporting
- continued emphasis on management and accountability to improve health and safety outcomes.

A total of 459 incidents were reported in 2010–11. Client aggression was the major incident type, which resulted in 39 percent of reported incidents. Workplace injuries and other incidents, both physical and psychological, accounted for 52 percent including 16 percent of incidents being slip, trip and falls. Motor vehicle accidents were a further nine percent of reported incidents.

Housing NSW continued participation in the WorkCover Retro-paid Loss Premium Scheme. Forecasted final premiums under the scheme indicate significant savings in workers' compensation premiums compared to the general scheme.

There has been a decrease in the total number of claims lodged, with only 91 claims reported compared to 133 for 2009–10. It is expected that the total number of claims for 2010–11 may increase due to the late reporting of injuries and claims, particularly psychological claims.

The net cost of claims for 2010–11 is higher in comparison to last year at \$481,724 compared to \$396,618. The cost increase is primarily due to a rise in the number and cost of psychological claims (with 25 claims for 2010–11 compared to 20 claims at the same time in 2009–10).

These claims generally attract higher estimates and are more expensive due to the delay in reporting the injury, the need for an in-depth investigation and a protracted return to work following the claim.

There were no prosecutions under the *Occupational Health and Safety Act* during the year.

### Housing NSW reported incidents

YEAR	2007–08	2008–09	2009–10	2010–11
Incidents	305	396	403	459

### Housing NSW workers' compensation claims\*

YEAR	2007–08	2008–09	2009–10	2010–11
Total number of claims	90	105	133	91
Total number of claims finalised	86	101	124	59
Net claims cost** (as at 30 June 2011)	\$420,013	\$472,273	\$396,618	\$481,724

\* Current 2010–11 figures reported may increase due to injuries incurred during the year but not reported.

\*\* Net claims cost is the capped claims cost which is used to calculate Housing NSW's workers' compensation insurance premium.

# 4. Occupational health and safety

CONTINUED

## Housing NSW nature of injuries\*

	2007-08		2008-09		2009-10		2010-11	
NATURE OF INJURY	No.	COST**	No.	COST**	No.	COST**	No.	COST**
Sprains/strains	33	\$97,111	50	\$173,972	67	\$375,521	32	\$80,166
Psychological	20	\$357,920	14	\$378,102	26	\$211,755	25	\$262,700
Laceration	12	\$43,527	17	\$20,115	16	\$45,350	18	\$60,077
Fractures	5	\$166,986	3	\$61,562	5	\$57,900	2	\$36,105
Other	21	\$195,968	21	\$24,546	19	\$43,849	14	\$48,221
<b>Total</b>	<b>91</b>	<b>\$861,514</b>	<b>105</b>	<b>\$658,297</b>	<b>133</b>	<b>\$734,376</b>	<b>91</b>	<b>\$487,268</b>

\* Nature of injuries has been reclassified due to an internal review and therefore may not be comparable to previously reported numbers.

\*\* Cost: this is the gross cost of claims = paid to date + outstanding estimates - recoveries.

Psychological injuries have the highest net total cost of claim year on year. The average net cost of psychological claims is \$10,508 per claim, while sprains and strains have a net average cost of \$2,505 per claim.

## Housing NSW cause of injuries\*

	2007-08		2008-09		2009-10		2010-11	
CAUSE OF INJURY	No.	COST**	No.	COST**	No.	COST**	No.	COST**
Transport	16	\$20,019	20	\$39,549	31	\$68,915	12	\$8,821
Environment	27	\$251,232	37	\$146,028	39	\$352,258	24	\$129,726
Animal	6	\$16,401	5	\$7,601	1	\$4,007	5	\$30,241
Non-physical	26	\$509,425	16	\$382,041	27	\$212,874	28	\$266,003
Other	16	\$65,277	27	\$83,077	35	\$96,321	22	\$52,477
<b>Total</b>	<b>91</b>	<b>\$591,103</b>	<b>105</b>	<b>\$472,719</b>	<b>133</b>	<b>\$734,376</b>	<b>91</b>	<b>\$348,722</b>

\* Refers to the cause of injury code. Cause of injuries has been reclassified due to an internal review and therefore may not be comparable to previously reported numbers.

\*\* Cost: this is the gross cost of claims = paid to date + outstanding estimates - recoveries.

## Housing NSW injury management\*

	2007-08	2008-09	2009-10	2010-11
Days compensated	1596.05	1743.22	1826.65	1498.17
Average days lost	17.93	16.6	13.73	17.42

\* Injury management has been reclassified due to an internal review and therefore may not be comparable to previously reported numbers.

## 5. Performance and number of executive officers

### Number of executive positions

LEVEL	2009–10*	2010–11
8	2	2
7	2	3
6	2	3
5	12	10
4	20	26
3	26	21
2	4	3
<b>Total</b>	<b>68</b>	<b>68</b>

\* Updated to reflect Machinery of Government changes.

### Number of female executive officers

	2009–10*	2010–11
All	35	33

\* Updated to reflect Machinery of Government changes.

Unless otherwise stated, occupants were in the position for the full reporting year.

### CENTRAL OFFICE

#### Jennifer Mason

Director General, SES 8

Remuneration package: \$432,940 per annum

As at 30 June 2011, Ms Mason was on extended leave, and a performance review with the Minister for Family and Community Services and the Director General of the NSW Department of Premier and Cabinet had not taken place.

Key achievements for 2010–11 included:

- ensuring implementation of strategies contained within the NSW State Plan, national agreements and partnerships
- working to ensure compliance with the *Improving Client and Customer Satisfaction Strategy*
- ensuring the effective financial management of the department, meeting Savings Implementation Plan targets agreed with Treasury for 2010–11 and implementing Corporate and Shared Services initiatives and Better Services and Value Taskforce programs including ICT Expenditure Reviews
- implementing the approved recommendations of the Boston Consulting Group report into service delivery and corporate and shared services reform for the department and implementing priority projects identified in the report
- achieving red tape reduction actions and targets and providing biennial reports on progress to the Better Regulation Office
- monitoring achievement of actions and targets in *Working Together: Public Sector OHS and Injury Management Strategy 2010–12* and implementing arrangements to improve the department's audit ratings against the strategy
- implementing the relevant recommendation for FACS contained in *Keep Them Safe: A shared approach to child wellbeing*
- contributing to the Government's commitment to sustainable water and energy use, reducing greenhouse gas emissions, waste and fleet management and sustainable purchasing
- progressing the following integrated service delivery high priority projects for FACS:
  - homelessness
  - shared complex needs clients
  - rural and remote service delivery in the Western region
  - FACS Child Wellbeing Unit
  - funding reforms
  - Aboriginal services and employment
  - community development and social inclusion
- ensuring appropriate strategies are in place so that the department meets or exceeds government mandated EEO targets and reporting in the annual report as per Treasury Circular 07/20.

Ms Mason was on an extended period of leave from 20 May to 9 September 2011. Jim Moore, Chief Executive Ageing, Disability and Home Care was appointed acting Director General during this period.



# 5. Performance and number of executive officers

CONTINUED

## Cliff Haynes

Assistant Director General  
Corporate and Shared  
Services, SES 6

Remuneration package:  
\$278,351

The Acting Director General has expressed satisfaction with Mr Haynes's performance for the period of appointment with regard to:

- developing the Corporate and Shared Services Strategy which underpins the reform of the department's corporate and shared services and implementing the NSW Government's "Blueprint for Corporate and Shared Services"
- leading the implementation of the Corporate and Shared Services Reform Program, to implement integrated and efficient services
- taking a lead role in managing the relationships with NSW Treasury, the Department of Premier and Cabinet, the Department of Finance and Services and the department's internal shared service provider Businesslink.

## Peter Muir

Assistant Director General Service  
Delivery Improvement, SES 6

Remuneration package:  
\$312,850

Period in position:  
18 October 2010 to 30 June 2011

The Acting Director General has expressed satisfaction with Mr Muir's performance for the period of appointment with regard to:

- establishing and leading the Regional Executive Directors to coordinate service improvement at a regional level

- establishing the Clients with Multiple and Complex Needs Program
- establishing access centres in western NSW and a program of work for the next 12 months to improve access to services for FACS clients
- responsibility for the Supporting Children, Supporting Families Programs and their transfer from the Department of Premier and Cabinet.

## Mark Craig

Chief Financial Officer, SES 5

Remuneration Package:  
\$259,800

Period in position:  
1 July 2010 to 27 May 2011

The Assistant Director General Corporate and Shared Services has expressed satisfaction with Mr Craig's performance for the period of appointment with regard to:

- implementing financial governance arrangements which enable whole-of-department performance reporting and business-focused decision-making
- developing the office rationalisation strategy
- leading the review of the department's procurement function
- leading the review of the workers' compensation claims estimates, resulting in a reduction in total Treasury Managed Fund claims estimates for 2009 and 2010 (calendar years) by more than \$5 million
- taking a lead role in developing a collaborative relationship between the department and NSW Treasury.

## ABORIGINAL HOUSING OFFICE

There were no Senior Executive Service (SES) Officer positions at Grade 5 or above in 2010–11. The Acting Chief Executive, Mike Allen, is reported substantially as the Chief Executive of Housing NSW. Mr Allen was appointed Acting Chief Executive in May 2009.

As part of his ongoing management, Mr Allen holds a performance agreement with the Minister for Family and Community Services (and formerly the Minister for Housing) which includes regular and ongoing reviews of performance.

His administration and leadership has delivered key activities and achievements as outlined in the Aboriginal Housing Office chapter in the annual report.

## AGEING, DISABILITY AND HOME CARE

### Jim Moore

Chief Executive Ageing, Disability and Home Care, SES 8

Remuneration package:  
\$422,801

The Minister for Ageing and Minister for Disability Services has expressed satisfaction with Mr Moore's performance for the period of appointment with regard to:

- improving outcomes for frail older people, people with a disability, their families and carers through expansion and improvements to the disability services and community care service systems

- exceeding expansion targets in delivering the first five years of Stronger Together, with the number of new places created, 33,000, exceeding the projected figure of 18,100 places
- expanding person centred approaches and individualised funding models to give people with a disability and their families and carers more control over the services that they receive
- increasing supports to frail older people to enable them to continue to live in the community, as well as the completion of 12 dementia day care facilities through the Home and Community Care Capital Strategy
- providing strategic leadership to shape and drive NSW whole-of-government reforms and priorities affecting people with a disability and older people and their families and carers, including the National Health and Hospital Reforms, the Productivity Commission Inquiry into Lifetime Care and Support, the National Disability Strategy and the implementation of the *NSW Carers Recognition Act*
- providing leadership in the national arena as Chair of the Disability Policy and Research Working Group, a national group of disability officials progressing reforms under the National Disability Agreement and advising Ministers on disability issues of national interest
- successfully supporting the planning for Stronger Together 2, which features a record \$2.02 billion in new growth funding and extensive reforms that put people at the centre of decision-making about their own lives.

### Peter Gardiner

Acting Deputy Director General  
Corporate Services, SES 5

Remuneration package:  
\$231,951

Period in position:  
1 July 2010 to  
24 September 2010

The Chief Executive has expressed satisfaction with Mr Gardiner's performance for the period of appointment with regard to:

- coordination of the Stronger Together 2 business case for successful presentation to the Treasury Gateway Review
- embedding occupational health and safety organisational improvements to meet legislative and governance requirements
- developing corporate services reform initiatives in line with departmental strategic objectives.

### Stephen Mudge

Acting Deputy Director General  
Corporate Services, SES 5

Remuneration package:  
\$241,251

Period in position:  
27 September 2010  
to 14 January 2011

The Chief Executive has expressed satisfaction with Mr Mudge's performance for the period of appointment with regard to:

- overseeing the development of new results and services plan data modelling to ensure effective planning, implementation and management of services and expenditure
- commencing the re-alignment of information and communication technology to enhance the Client Information System and transitioning the operation and support of the funding management system to Businesslink.

### Alastair Hunter

Deputy Director General  
Corporate Services, SES 5

Remuneration package:  
\$278,350

Period in position:  
17 January 2011 to 30 June 2011

The Chief Executive has expressed satisfaction with Mr Hunter's performance for the period of appointment with regard to:

- overseeing the development of increased capacity and range of flexible supported accommodation models for people with a disability
- developing and implementing strategies for ADHC and NGOs occupational health and safety improvements
- improving the evidence base, performance and analysis, research and evaluation of ADHC programs and services
- contributing to the improved planning and implementation of the Capital Program, including property and procurement management, IT service delivery, and office and fleet services.

### Ethel McAlpine

Deputy Director General  
Accommodation and  
Direct Services, SES 5

Remuneration package:  
\$278,350

The Chief Executive has expressed satisfaction with Ms McAlpine's performance for the period of appointment with regard to:

- overseeing the development and implementation of improvements to sector therapy services and ADHC Community Support Teams
- strengthening cross-agency collaboration in the provision of intensive behaviour support services to people with an intellectual disability, their families and their carers

# 5. Performance and number of executive officers

## CONTINUED

- launching The Aboriginal Cultural Inclusion Framework 2011–15 for improving outcomes for Aboriginal clients of ADHC services
- overseeing the establishment of the inaugural NSW Carers Awards Program and the NSW Ministerial Carers Advisory Council to acknowledge the contribution of carers and advance their interests
- leading the redevelopment of the Lachlan Centre and Peat Island large residential centres to community-based contemporary accommodation models.

### Lauren Murray

Deputy Director General  
Service Development Grants  
and Ageing, SES 5

Remuneration package:  
\$257,950

The Chief Executive has expressed satisfaction with Ms Murray's performance for the period of appointment with regard to:

- contributing to the Council of Australian Governments (COAG) agreed package of national reforms which include establishing the Commonwealth as the level of government with full funding, policy, and operational responsibility for a national aged care system
- developing strategies and reforms for sector development and productivity, including the implementation of the Industry Development Fund, development of the Sector Planning Framework, and streamlining red-tape reduction processes

- providing strategic leadership on the implementation of Stronger Together 2, in particular the drafting of a policy framework for person centred approaches and coordinating associated consultation processes
- overseeing the population ageing agenda as developed and implemented by the NSW Office for Ageing
- leading and enhancing the provision of internal and external corporate communications and events, including overseeing the Premiers' Gala Concerts for Seniors, the Don't Dis my Ability Campaign, the development of a new and improved ADHC website and increased events for seniors during Seniors Week
- overseeing strategic and business planning including long-term approaches to efficiency savings.

## BUSINESSLINK

### Albert Olley

Chief Executive, SES 5

Remuneration package:  
\$250,526

The Businesslink Board Chair has indicated her satisfaction with Mr Olley's performance throughout the year, having successfully met his objectives and achieved the following outcomes:

- delivering benefit realisations of \$9.657 million
- continuing to maintain or lower prices in real terms
- delivering significant cost efficiency projects and systems including a new e-recruitment system, managed desktop and printer

services, video conferencing and information services

- transitioning new clients Aboriginal Affairs, Aboriginal Housing Office and Juvenile Justice to Businesslink services.

## COMMUNITY SERVICES

### Annette Gallard

Chief Executive, SES 7

Remuneration package:  
\$380,900

The Minister for Family and Community Services and the Director General have indicated satisfaction with Ms Gallard's performance for the period of appointment with regard to:

- successfully transitioning Children's Services to the Department of Education and Communities and Disaster Recovery to the Ministry for Police and Emergency Services
- ongoing contribution to the integration and improvement of service delivery and implementation of NSW State Plan commitments
- implementing Keep Them Safe and changes to the out-of-home care (OOHC) system including the transfer to NGOs
- developing cultural change strategies to improve collaboration and partnerships with NGOs in preparation for a transfer of OOHC services
- establishing a new Brighter Futures Council to oversee the implementation of improvements to the program managed by NGOs
- increasing focus on prevention and early intervention services including the transition of the Community Services Grants

program to the new Early Intervention and Placement Prevention Program

- implementing Child Wellbeing Units in collaboration with NGOs to allow information sharing and provide an integrated and responsive service system
- implementing targeted and integrated online child protection services through the Structured Decision-Making® (SDM) model
- improving functionality, performance and usability of the KiDS IT system to improve outcomes for children and young people at risk
- developing the PACT consultation model and Aboriginal Consultation Guide to assist in ongoing commitments to reducing the over-representation of Aboriginal children and families in the statutory child protection system
- committing to assisting “Forgotten Australians” (people who grew up in former institutions, orphanages and children’s homes) with the opening of a state-wide support service
- oversight of Community Services responsibilities under the introduction of new national laws *Children (Education and Care Services National Law Application) Act 2010*.

### Helen Freeland

Acting Deputy Chief Executive Operations, SES 6

Remuneration package: \$312,850

The Community Services Chief Executive has indicated satisfaction with Ms Freeland’s performance for the period of appointment with regard to:

- leading Community Services overall service delivery by its seven regions and the Child Protection Helpline

- improving accountability in service delivery through a revised quarterly business review process
- improving access by children in OOHC to health and education services through an MOU and client pathway agreements with NSW Health and the Department of Education and Communities (DEC)
- sponsoring and leading the ASSIST program for the design of major upgrades to the KiDS system to commence release in 2011–12
- increasing the number of out-of-home care adoptions
- establishing a process for meeting the needs of adolescents with high and complex needs with ADHC, NSW Health, DEC and Juvenile Justice
- implementing the Structured Decision-Making (SDM) Safety, Risk and Risk Reassessment tools in Community Services Centres (CSCs)
- consolidating the implementation of SDM tools at the Child Protection Helpline resulting in continued high levels of accuracy in screening decisions
- re-engineering CSC intake processes by designing a triage and assessment process trialled in four CSCs and to be implemented statewide
- recruiting and authorising 328 new carers through the Carerlink system
- reviewing the top 50 Individual Client Agreements and developing plans with each region to ensure throughput and exit where appropriate
- developing and implementing the Aboriginal Consultation Guide and Aboriginal Employment Strategy
- establishing a new service, Protecting Aboriginal Children Together (PACT) in Moree and

preliminary work to establish a second service in Shellharbour

- establishing new Intensive Family Based Services (IFBS) in Wyong and Kempsey and completing preliminary work for a service in Wagga Wagga
- revising Child Protection Helpline casework practice procedures in a new format suitable for web
- delivering regional conferences in five sites in NSW to inform casework managers about key initiatives and engaging them in managing change
- delivering Aboriginal and multicultural staff conferences
- initiating an evaluation of the Sherwood Program
- commencing implementation of the Short-Term Court Order/Family Preservation/Restoration Project as part of the reform of out-of-home care
- development of Raising them Strong resources to support Aboriginal foster and kinship carers.

### Linda Mallett

Divisional Director Policy and Planning, SES 5

Remuneration package: \$278,350

The Community Services Chief Executive has indicated satisfaction with Ms Mallett’s performance for the period of appointment with regard to:

- completing a feasibility study into potential models for a common case management framework for children and young people in out-of-home care
- producing a new resource for carers – Caring for Kids
- championing the establishment of the new statewide support service specifically to help Forgotten Australians (opened 9 March 2011)



# 5. Performance and number of executive officers

CONTINUED

- customising the Child Assessment Tool, which assesses key factors that determine the level of care that would best meet the needs of a child or young person entering out-of-home care
- helping to develop National Standards for out-of-home care that will be gradually implemented nationally from July 2011
- developing service models for the delivery of new IFBS and Intensive Family Preservation services that will work with families where children are at imminent risk of entering out-of-home care
- trialling the SDM Restoration Assessment tool at eight CSCs including three sites participating in the Aboriginal permanency planning project
- leading the development of the *NSW Interagency Guidelines* being updated in stages
- commencing an Australian-first, Pathways of Care, a five-year study into the long-term effects of being in care
- collaborating with Housing NSW, Corrective Services NSW, Juvenile Justice and NSW Health on a Multi-Agency Discharge Planning Project under the NSW Homelessness Action Plan
- drafting of a policy proposal on assisting unaccompanied children under 16 years who are in a Specialist Homelessness Service
- finalising the external Brighter Futures Program evaluation with detailed analysis showing significant, positive results have been achieved against both the child protection and out-of-home care program performance criteria.

## Sonja Stewart

Divisional Director Communities and Early Years, SES 5

Remuneration package: \$278,350

The Community Services Chief Executive has indicated satisfaction with Ms Stewart's performance for the period of appointment with regard to:

- completing the transition of the Community Services Grants Program to two new programs focusing on direct support and community strengthening services and developing a proposal which secured \$10.6 million for the Community Builders Program
- beginning a comprehensive evaluation framework for the Community Builders Program
- completing the expansion of the Staying Home Leaving Violence (SHLV) Program to 18 locations across NSW
- developing a performance management system for the Integrated Domestic and Family Violence Service program and SHLV and implementing it on a pilot basis
- delivering practitioner training, research and evaluation activity for SHLV as part of the National Homelessness Action Plan
- coordinating establishment of nine Child and Family Centres under the Indigenous Early Childhood Development National Partnership
- achieving a successful strategic planning round for Families NSW 2011–12 to 2013–14 and implementing the performance monitoring and data collection system
- training 1,200 practitioners statewide in the Triple P Positive Parenting Program and a smaller implementation of Indigenous Triple P
- publishing two new parenting books for Aboriginal families and communities as part of the Aboriginal Child Youth and Family Strategy
- leading NSW, as the first jurisdiction after the host jurisdiction, to adopt the national law and passed legislation applying the national law – the *Children (Education and Care Services National Law Application) Act 2010* – in November 2010
- coordinating the introduction of new state regulation and laws for children's services in NSW to begin the process of alignment with the new national law
- amending the *Children's Services Regulation* to introduce a 1:4 ratio for babies in centre-based and mobile children's services
- completing the NSW component of a national trial of the new quality assessment and rating instrument for children's services to be regulated under the new national law
- leading public consultation on draft Education and Care Services National Regulations in March and April 2011, with 10 consultation forums held across NSW
- improving the approach to compliance and enforcement with children's services through the Family Day Care campaign, and major functionality improvements to the Government Licensing System



- improving participation of Aboriginal children in preschool programs to a rate higher than the general population through the National Partnership on Early Childhood Education and the Preschool Investment and Reform Plan.

### John Parisi

Deputy Chief Executive  
Corporate Services, SES 5

Remuneration package:  
\$278,350

Period in position:  
15 November 2010  
to 30 June 2011

The Community Services Chief Executive has indicated satisfaction with Mr Parisi's performance for the period of appointment with regard to:

- improving out-of-home care reporting to provide integrated financial and non-financial information by service type
- overseeing the integration of a range of IT system projects and establishing a program management office to improve the governance over project delivery
- overseeing the development and implementation of a range of occupational health and safety strategies to improve the prevention and management of psychological injuries in the workplace
- reviewing and improving recruitment processes for frontline staff, and improving reporting of caseworker recruitment, turnover and retention, implementing identified savings strategies and managing the quality of financial information relating to Community Services for the Expenditure Review Committee process
- overseeing funding administration processes to support changes to contracting arrangements
- representing Community Services in a range of senior

governance processes to progress corporate and shared services reforms

- providing ongoing high-level advice to the senior executive on all aspects of corporate services, including reforms, and providing leadership to the corporate services division during a time of change.

## HOUSING NSW

### Mike Allen

Chief Executive, SES 7

Remuneration package:  
\$383,493

The Minister and the Director General have expressed satisfaction with Mr Allen's performance for the period of appointment with regard to:

- providing advice on a range of issues in relation to the national housing reform agenda, the growth of community housing, housing affordability, homelessness and the implementation of the Nation Building Economic Stimulus Plan in NSW
- managing relationships through the Housing Ministers' Advisory Committee to present Housing NSW's policy position and to develop ongoing relationships with interstate counterparts and other government agencies, including negotiations with the Commonwealth and other states and territories on implementing the National Affordable Housing Agreement and other national partnerships
- achieving primary outcomes for Housing NSW's key programs such as growth of the community housing sector
- meeting key objectives for the delivery of the NSW Nation Building Economic Stimulus Plan and developing a suite of products and services to address homelessness as part of the National Partnership on Homelessness

and the NSW Government's Homelessness Action Plan

- ensuring executive performance agreements include identification and management of strategic risks for Housing NSW
- achieving operational budgets and efficiencies in service delivery and program implementation across Housing NSW.

The Minister and the Director General are also satisfied with Mr Allen's performance as the Acting Chief Executive Officer of the Aboriginal Housing Office.

### Paul Ververs

Acting Coordinator Economic Stimulus Plan, SES 6

Remuneration package:  
\$300,411

Period in position:  
1 July 2010 to 31 December 2010

The Chief Executive has indicated satisfaction with Mr Ververs' performance for the period of appointment with regard to:

- providing relevant and appropriate advice on the implementation and delivery of the social housing Nation Building Economic Stimulus Plan, including service delivery, operational policy and strategic management of resources
- managing relationships with Commonwealth representatives, the Nation Building and Jobs Plan Taskforce, Housing staff and other stakeholders
- ensuring Housing NSW's delivery of the Nation Building Economic Stimulus Plan meets Commonwealth development guidelines and key objectives are met within allocated timeframes
- ensuring implementation of the Nation Building Economic Stimulus Plan is guided and supported by a comprehensive Risk Management Framework
- ensuring projects are delivered within expenditure budgets.

# 5. Performance and number of executive officers

CONTINUED

## Maura Boland

Executive Director Policy and Strategy, SES 5

Remuneration package: \$256,237

The Chief Executive has indicated satisfaction with Ms Boland's performance for the period of appointment with regard to:

- providing advice across all aspects of the housing portfolio and housing system in NSW, including the national housing reform agenda – specifically in relation to housing affordability, homelessness and strategies for de-concentration of housing estates
- managing Commonwealth-state relations and developing strong collaborative relationships with senior housing officials in other jurisdictions, as well as supporting the Nation Building Economic Stimulus Plan partnerships with the private sector, local councils and the NGO sector
- delivering against identified priority projects, including the roll-out of national partnership agreements – in particular the Remote Indigenous Housing National Partnership, the roll-out of the Homelessness Action Plan, the development of Regional Homelessness Action Plans and the development of an affordable housing framework
- supporting corporate risk management activities
- exploring new funding models to deliver subsidies.

## Ken Bone Brodie Druett

Executive Director Housing Services, SES 5

Remuneration package: \$249,914

Period in position:

Ken Bone

1 July 2010 to 30 March 2011.

Brodie Druett

1 April 2011 to 30 June 2011

The Chief Executive has indicated satisfaction with both position holders' performance for the period of appointment with regard to:

- providing operational advice on service delivery, operational policy and resource impacts across the state
- managing relationships with the Minister's office on critical housing issues to ensure a common approach
- delivering against identified priority projects including growth of community housing through property transfers to community housing management, establishment of the Child Wellbeing Unit, establishment of the Capital Program and reduction of social disadvantage through community-building initiatives
- managing operational risks and improving monitoring of emerging risk
- delivering improved contractor performance and maintenance programs within expenditure budgets.

## Stephen McIntyre Paul Vevers

Executive Director Assets, SES 5

Remuneration package: \$211,207

Period in position:

Stephen McIntyre

1 July 2010 to 31 March 2011

Paul Vevers (Acting)

1 April 2011 to 30 June 2011

The Chief Executive has indicated satisfaction with the performance of both position holders for the period of appointment with regard to:

- providing advice across all aspects of the housing asset portfolio in NSW, specifically in relation to land disposal, environmental sustainability, and long-term asset planning to achieve better alignment to forecast demand
- managing relationships with key stakeholders, including local councils and other planning agencies, private developers and contractors in order to maximise value from redevelopment opportunities
- delivering significant redevelopment and capital projects including Nation Building Economic Stimulus Plan projects
- forecasting and monitoring asset risks such as the structural integrity of buildings, and market impact of supply and demand fluctuations
- managing delivery of maintenance and asset programs within budget.

## 6. Multicultural policies and services program

### ACHIEVEMENTS 2010–11

### 2011–12 PRIORITIES

#### Ageing, Disability and Home Care

In 2010–11, we:

- developed a Cultural Diversity Strategic Framework to address the outcomes and relevant criteria of the Community Relations Commission's multicultural policies and services program
- submitted a draft ADHC Employment Equity and Diversity (EED) Plan 2010–12 for inclusion in the development of the broader FACS Employment Equity Diversity Plan
- implemented a new Language Services Policy to help staff effectively communicate with service users and carers with low proficiency in English; 260 staff received training in the use of language services at seven workshops conducted across the state
- developed and circulated language services guidelines and a range of practical fact sheets for ADHC staff and funded partners to improve communication between staff, clients and carers with low proficiency in English
- provided \$125,000 to SBS to launch a new Homereach series in February 2011; 11 episodes, broadcast in nine languages, aim to increase awareness and understanding of services for frail older people, younger people with disabilities and their carers from culturally and linguistically diverse backgrounds
- started collection of more comprehensive data about the cultural background of both clients and carers from May 2011 in order to better identify needs and plan culturally appropriate and effective services.

Six key areas have been prioritised for implementation under Stronger Together 2, including:

- integrating cultural diversity goals into corporate service planning, monitoring and evaluation; regional offices will play a key role in developing locally tailored responses and central office will coordinate larger projects that operate across the state
- improving the collection of data about people from CALD backgrounds
- increasing cultural competency for front-line staff and effective implementation of the ADHC Language Services Policy in partnership with funded organisations
- maintaining and improving partnerships with multicultural community organisations
- improving access to services for people with a disability from CALD backgrounds, through person centred approaches
- increasing awareness of ADHC services within CALD communities through improvements to the ADHC website and providing new services that meet the information needs of CALD communities.

#### Businesslink

In 2010–11, we:

- finalised a multicultural policies and services program for 2010–13
- created an equity and diversity reference group to enable consultation on key strategies, plans and initiatives
- reviewed the community language allowance scheme that ensures language skills are appropriate for customer needs
- developed a focused program to encourage voluntary completion of equity and diversity data in human resource records which saw an increase of eight percent in the completion rate.

Our priorities for 2011–12 include:

- identifying staff language and intercultural work skills to make better use available resources
- designing and delivering cultural diversity training to key staff
- developing guidelines for interpreters
- ensuring contracted-out and funded services have accountability measures to ensure the participation and inclusion of people from diverse cultural and linguistic backgrounds.

# 6. Multicultural policies and services program

CONTINUED

## ACHIEVEMENTS 2010–11

## 2011–12 PRIORITIES

### Community Services

Community Services' Multicultural Strategic Commitment 2008–13 outlines the plan for multicultural policies and services, with coordination by a Multicultural Services Unit and through regional multicultural implementation plans. The Multicultural Services Unit:

- continued to set the direction for multicultural service provision
- supported good practice in services to CALD clients and communities
- ensured that multicultural issues are given appropriate consideration in all policy and operational areas
- established five-year objectives to support and provide services for CALD clients and their communities
- established a framework for planning and reporting on service provision for these clients
- supported integration with corporate planning and reporting processes
- established regional plans to implement the commitment, with regional multicultural advisory committees providing stakeholder input on implementing multicultural services.

In addition:

- 62 identified multicultural caseworker positions statewide provided bilingual and cross-cultural casework to 17 specific cultural groups and emerging refugee communities
- 175 staff were accredited under the Community Language Allowance Scheme, covering 35 languages to support communication with children and families
- we supported the needs of CALD children in out-of-home care with care plans including a new section on personal identity and culture to help develop their connection with culture, language and religion
- we funded three multicultural NGOs to recruit carers from Arabic-speaking, African and Greek communities
- we assessed and trained all new Community Services foster carers, providing them with skills in caring for culturally diverse children
- we continued to recruit carers from Arabic and Turkish speaking communities, and to support staff in meeting the cultural needs of Muslim and Vietnamese children in care.
- we continued funding for the African Sessional Workers project, providing cultural and language support to caseworkers working with families from Sudan, Somalia, Ethiopia, Liberia, Sierra Leone, Congo, Rwanda and Burundi
- we built relationships between Community Services and African community members through the African Learning Circle in western Sydney
- we established a multicultural service in south west Sydney under Brighter Futures to develop specialist expertise in providing early intervention services for culturally diverse families
- we held 44 community information services for refugee groups about what the division does, the child protection system and parenting practices – a 10 percent increase in the number of sessions held last year

Our priorities for 2011–12 include:

- funding projects and services which target the specific needs of culturally diverse clients and communities
- recruiting additional foster carers from culturally diverse backgrounds and assessing the cultural competence of all new foster carers
- delivering community information sessions for refugee communities
- working with mainstream funded organisations to ensure that services are appropriate and accessible for culturally diverse clients
- developing a resource to support cross-cultural casework in the Brighter Futures Program
- continuing caseworker training on culturally reflective practices
- maintaining interpreter services and providing accessible translations of community education material
- implementing the Multicultural Strategic Commitment through regional implementation plans
- integrating multicultural strategies with implementation of the Keep Them Safe Plan on child wellbeing
- implementing planning for cultural maintenance and development for children in care, through the care plan template.

## ACHIEVEMENTS 2010–11

## 2011–12 PRIORITIES

## Community Services

- we made available translations of key resources in up to 17 languages from [www.communityservices.nsw.gov.au](http://www.communityservices.nsw.gov.au) and through Community Services Centres
- we continued to support funded organisations to use interpreter services with a 12 percent increase compared to the previous year
- we ensured that service agreements and guidelines with funded services include a requirement to provide services which are appropriate and accessible for culturally diverse clients
- we provided a multicultural staff conference on effective practice with multicultural clients.

## Housing NSW

In 2010–11, we:

- implemented the Housing NSW Multicultural Framework 2009–14 which outlines initiatives to respond to the housing needs of CALD clients including those at risk of homelessness, new arrivals and members of emerging communities
- established the Housing NSW Workforce Diversity and Equity Council to provide advice and feedback on equity and diversity employment issues
- provided opportunities for staff to undertake a range of cultural awareness and skills training
- translated key parts of the Rent It Keep It learning resource into five languages, enabling the resource to be used with different community groups to help clients secure and maintain a tenancy
- reported performance to the Community Relations Commission on the multicultural policies and services programs standards framework
- supported more than 90 staff with proficiency in nearly 30 languages to assist clients
- ensured targeted housing assistance information was available in a number of community languages and promoted access to language services
- published the tenant newsletter – Your Home – in five different languages.

In 2011–12, we will:

- continue to implement the multicultural framework, including integrating the needs of CALD clients to initiatives being developed as part of the Homelessness, Domestic Violence and Youth Action Plans.

The Guardianship Tribunal<sup>1</sup> has a key role in the protection and empowerment of people living with a decision-making disability. It exercises a protective jurisdiction and facilitates decision-making by hearing and determining applications for the appointment of guardians and financial managers for adults with decision-making disabilities.

The Tribunal provides written information about its role and jurisdiction in 12 languages. The information sheet “What does the Guardianship Tribunal do?” is available from [www.gt.nsw.gov.au](http://www.gt.nsw.gov.au)

During the year, the Tribunal used interpreters on 398 occasions across 15 different languages. The most requested languages were Arabic, Cantonese, Croatian, Greek, Korean, Mandarin, Polish, Serbian and Spanish.

Twenty-one percent of all hearings conducted and 20 percent of all new applications made to the Tribunal in 2010–11 concerned people with disabilities who identified themselves as a person from a culturally and linguistically diverse background.

In 2010, cultural awareness seminars were conducted for Guardianship Tribunal staff and related to services provided by the Tribunal.

<sup>1</sup> The *Public Sector Employment and Management (Departments) Order 2011* came into effect on 4 April 2011. The Guardianship Tribunal was transferred from the department and added to the Department of Attorney General and Justice. More information about the Guardianship Tribunal can be found at [www.gt.nsw.gov.au](http://www.gt.nsw.gov.au)



## 7. Disability action plans

The Department of Family and Community Services Disability Action Plan (2010–13) was published in October 2010 and aims to develop an inclusive workplace. It is aligned with EmployABILITY, a disability employment strategy for the NSW public sector. The department encourages managers and staff at all levels to focus on ability, not disability, and explores opportunities to build a more diverse workplace.

Key achievements in the reporting period include:

- developing and reviewing policies and procedures to ensure that they are inclusive of people with a disability
- working to improve employment, support and retention of staff
- accessing audits of public offices
- implementing communication plans to support the Disability Action Plan and raising staff awareness about the needs of people with disabilities.

Further information about the Disability Action Plan can be found at [www.facs.nsw.gov.au](http://www.facs.nsw.gov.au)

### ABORIGINAL HOUSING OFFICE

The Aboriginal Housing Office (AHO) is committed to providing appropriate, affordable and accessible housing services to Aboriginal people with a disability, and providing employment opportunities to disabled applicants and staff.

Managed by Housing NSW, the AHO offers a range of products and services for people with a disability, including:

- subsidised housing with special income eligibility provisions that take into account expenses related to a medical condition, disability or injury
- an extra bedroom if Aboriginal tenants with a disability need to accommodate a family member or carer or store medical equipment
- disability modifications such as handrails, ramps and other modifications to ensure that social housing is suited to the needs of Aboriginal tenants with a disability
- the Special Assistance Subsidy, which provides eligible Aboriginal clients with a rental grant so they can rent in the private market
- the Private Rental Brokerage Service to assist homeless Aboriginal people with complex needs, including intellectual or physical disability, to find and maintain tenancies in the private market
- tenancy guarantees to private landlords for Aboriginal clients who have experienced difficulties in securing a private tenancy
- formal housing and support partnerships with relevant agencies providing coordinated accommodation and support for Aboriginal people with a disability
- tenant participation initiatives to ensure that Aboriginal people with a disability have equal opportunities to have a say in decisions that affect their homes and neighbourhood.

### AGEING, DISABILITY AND HOME CARE

A standard induction framework is being developed to ensure that new staff receive a consistent message about their responsibilities and rights in relation to access, equality and diversity. Working with people with a disability is a core component of new training programs for frontline and other key staff.

ADHC is consulting with staff with a disability to identify issues and barriers to employment advancement by establishing a Disability Employees Network. The Network has brought together ADHC staff to:

- identify systemic issues for employees with a disability
- provide input and feedback on relevant policies and procedures such as the draft Promoting Mental Health and Wellbeing Policy
- promote career development opportunities for employees with a disability.

In consultation with the network, a range of information resources has been developed for employees with a disability and their managers, including fact sheets about modifications in the workplace. These resources are being promoted within ADHC to raise awareness of the issues facing employees with a disability and to empower them and their managers to address these issues.

ADHC is working with Vision Australia to host vision-impaired students undertaking a Certificate III in Customer Service during their student placement. We also participated in the Australian Network on Disabilities Stepping Into Program, which provides internship opportunities for university students with a disability for two-month periods to allow them to gain workplace experience. Participation in the program is to be expanded in 2011–12.

Providing equal access to buildings and facilities for people with a disability is fundamental to supporting the delivery of ADHC services.

By December 2011, new Supported Accommodation Design Guidelines will be finalised, incorporating lessons learned during Stronger Together 1. These new guidelines will assist service providers and NGOs to provide modern accommodation to meet the needs of people with a disability. These guidelines will also provide a benchmark for existing ADHC assets.

To ensure that existing residential accommodation continues to meet client support needs and relevant benchmarks, we are implementing individual asset plans for all community living assets.

Office Accommodation Manual – Design Guidelines for ADHC Offices – and a Signage Manual have also been developed to help provide improved office accommodation and signage. Access audits are being undertaken to ensure that appropriate disability parking is available at all ADHC offices.

## BUSINESSLINK

From March 2011, Businesslink has aimed to increase the employment opportunities for people with a disability.

Key outcomes focus on the recruitment, retention and career development of people with disabilities, including:

- six disability car park spaces at Liverpool
- wheelchair-friendly entry, exit and access within the Liverpool building
- security swipe-card points accessible for staff and visitors in wheelchairs
- work stations designed to facilitate height adjustment
- an evacuation plan and training which considers people with disabilities or those who are less mobile, and evacuation chairs within the building
- translators for staff and visitors during large meetings and conferences
- teletypewriters (TTY) for staff with hearing impairments
- disability access considered in the location and design of regional offices in Queanbeyan, Orange, Newcastle, Lismore and Parramatta.

## COMMUNITY SERVICES

Community Services focuses on five priority areas for action:

- identifying and removing barriers to services for people with a disability
- providing information in a range of formats that are accessible to people with a disability
- making government buildings and facilities physically accessible to people with a disability
- assisting people with a disability to participate in public consultations and to apply for and participate in government advisory boards and committees
- increasing employment participation of people with a disability in the NSW public sector.

In consultation with Housing NSW, we have identified 20 supported accommodation and crisis accommodation properties that will be modified.

Work continued to upgrade properties to meet relevant disability legislation and building codes, with an estimated 98 percent of our total property portfolio upgraded to meet these codes. We have continued to ensure that appropriate office accommodation is leased which will enable disability access, with 100 percent of our leased office accommodation portfolio meeting this requirement.

# 7. Disability action plans

## CONTINUED

### HOUSING NSW

Our Disability Action Plan 2009–13 guides our response to the needs of people with a disability and focuses on seven priority areas:

- ensuring that people with a disability are able to access housing services and products
- providing information in a range of accessible formats for people with a disability
- improving physical accessibility of buildings and facilities for people with a disability
- assisting participation of people with a disability in public consultations and on Housing NSW advisory boards and committees
- increasing employment opportunities in Housing NSW for people with a disability
- encouraging other agencies to improve community participation and quality of life for people with a disability in social housing
- providing quality specialist and adapted services to meet the needs of people with a disability.

We have a number of programs to assist people with disabilities, including:

- the Private Rental Subsidy
- the Disability Modifications Program
- the Tenancy Guarantee Program
- the Private Rental Brokerage Service Scheme
- Tenant Connect
- the Housing and Accommodation Support Initiative.

We work with the community housing sector to ensure that community housing providers continue to provide housing assistance to those most in need, including people with a disability.

Equal access to public housing services and information are promoted by:

- ensuring that the Housing NSW website – [www.housing.nsw.gov.au](http://www.housing.nsw.gov.au) – is accessible for people with a disability and is in line with NSW Government standards

- providing two free services for clients with hearing difficulties – access to sign language (AUSLAN) interpreters and the Telephone National Relay Service for the hearing and speech impaired
- offering an audio version of the tenant newsletter for clients with visual impairment.

We are working towards achieving a target of 12 percent employment of people with a disability and seven percent employment of people requiring work related adjustment. We provide training courses for managers of staff with a disability and we are a member of the Australian Employers' Network on Disability. A "Managers' Guide: Disability in the workplace" is also promoted to line managers.

Disability awareness training is offered to all Housing NSW frontline staff to enhance skills and understanding in delivering services to people with a disability.

## 8. Overseas visits

DIVISION	OFFICERS	DATES	PURPOSE OF VISIT	DESTINATION
<b>Ageing, Disability And Home Care</b>	James Lim	11–17 June 2011	Undertook final part of Masters of Public Administration Program in New Zealand	Wellington, New Zealand
	Jennifer Quill	29 November – 3 December 2010	Undertook final part of Masters of Public Administration Program in New Zealand	Wellington, New Zealand
	Kathryn Coote	15–19 July 2010	Attendance at job and career expo	Auckland, New Zealand
	Jourdan Di Leo Paul Mitchell			
<b>Community Services</b>	Mary Griffin	5–17 December 2010	Part of a delegation to Ethiopia for Ethiopia-Australia Inter-country adoption	Ethiopia
	Sonja Stewart <sup>1</sup>	6–7 Dec 2010	Participated in the Australia Human Rights Technical Cooperation Program on government purchase of NGO services	China
	Lisa Alonso Love Janet Schorer	1–3 December 2010	Attended Australia and New Zealand School of Government residential	New Zealand
<b>Central office</b>	Cliff Haynes <sup>2</sup>	18 January 2011	Met with the supplier of Housing NSW's HOMES system, Northgate Public Services, and a number of Northgate's UK clients	London, United Kingdom
	Kerry Holling	19–23 September 2010	To present to the Oracle Open World Conference: "Integrated Automation of Policy and Downstream Process to Increase Efficiency"	San Francisco, United States
	Kerry Holling <sup>1</sup>	17 August 2010	To present to the Singapore Institute of Policy Studies forum on "Enhancing Public Service through Policy Automation"	Singapore

Aboriginal Housing Office, Businesslink and Housing NSW had no overseas visits.

<sup>1</sup> All costs were met by conference organisers.

<sup>2</sup> This visit was undertaken while Mr Haynes was on a private overseas trip at no cost to the department or NSW taxpayers.

# 9. Consultants

## Consultancies over \$50,000

DIVISION	CONSULTANT	PROJECT	AMOUNT
<b>Ageing, Disability and Home Care</b>	Department of Services Technology	Closure business case	\$330,174
	Quovos Pty Ltd	Annual statewide regional report on quality assurance audits	\$256,780
<b>Central office</b>	Ernst & Young	Review capability and role of procurement function	\$84,569
	Nous Group	Develop organisational design models	\$73,154
	SMS Management and Technology Limited	Develop whole-of-department information management strategy	\$297,000
<b>Community Services</b>	ARTD Pty Ltd	Families NSW data reporting	\$102,613
		Community Builders data reporting	\$134,910
		Domestic violence data reporting	\$87,840
		Community Builders evaluation framework	\$52,272
	Ernst & Young	Child protection caseload consultancy report	\$264,262*
		Improved out-of-home care benchmark model	\$50,000*
		Out-of-home care caseload review (May – September 2010)	\$252,325*
	NEXUS Management Consulting Pty Ltd	Triple P evaluation	\$98,628
	Semann & Slattery	Aboriginal Child Youth and Family Strategy parenting book evaluation	\$70,641
	University of NSW	Staying Home Leaving Violence evaluation framework	\$50,000
<b>Housing NSW</b>	Third Horizon Consulting Partners	Asset management transfer options	\$51,867
	KPMG	Financial appraisal framework	\$55,671
	Think: Insight and Advice Pty	Review changes to the maintenance contracting and Housing Contact Centre call services	\$100,369
	CPT Global Ltd	Review HOMES project	\$52,787
	SGS Economics & Planning Pty Ltd	Review trends in the housing market	\$61,016

\* Excluding GST.

The Aboriginal Housing Office and Businesslink had no consultancies over \$50,000.

## Consultancies under \$50,000

DIVISION	CATEGORY	NUMBER OF CONSULTANCIES	AMOUNT
<b>Aboriginal Housing Office</b>	Policies and procedures	2	\$34,787
<b>Ageing, Disability and Home Care</b>	Home Care Service Information Technology	1	\$44,640
	Home Care Service organisational review	1	\$29,740
	Home Care Service training	1	\$10,522
	ADHC training	2	\$12,990
	ADHC environmental	1	\$6,000
<b>Businesslink</b>	Finance and accounting tax	4	\$62,015
<b>Central office</b>	Information management	1	\$24,200
	Management services	1	\$49,500
	Office accommodation	1	\$28,215
<b>Community Services</b>	Management services	19	\$266,918
	Review service delivery	5	\$101,403
	Training	3	\$24,044
<b>Housing NSW</b>	Asset management	2	\$5,226
	Communication strategy	1	\$9,356
	Housing research	5	\$92,720
	Organisational review	2	\$50,463
	System review	2	\$35,247



## 10. Right to information

The *Government Information (Public Access) Act 2009* (GIPA) commenced on 1 July 2010, replacing the *Freedom of Information Act 1989*.

The department is committed to ensuring the public's right to information meets the requirements of the GIPA Act and responses to other requests for information are handled effectively. Access to information may be considered through either formal or informal applications. For more information about making a formal application to the department, go to [www.facs.nsw.gov.au](http://www.facs.nsw.gov.au) or go to the Office of the Information

Commissioner website – [www.oic.nsw.gov.au](http://www.oic.nsw.gov.au) – for information about your rights under the Act.

A review was carried out in accordance with section 7(3) of the Act and the following information was made publicly available as part of proactive disclosure requirements:

- annual reports
- brochures
- codes of conduct and statements of business ethics
- contact details
- media releases
- newsletters

- reports tabled in Parliament
- overviews of reports, plans and papers
- research and data reports
- transformation, strategy, quarterly child protection data reports.

The department received a total of 706 formal access applications for processing in 2010–11. Of these, 279 formal access applications were refused, either wholly or in part, because the application was for disclosure of information not in the public's interest.

### Number of applications by type of applicant and outcome

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/ DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN
Media	2	3	2	2	-	-	-	2
Members of Parliament	3	5	1	-	-	4	-	3
Private sector business	1	2	2	-	-	-	-	-
Not-for-profit organisations or community groups	3	7	-	10	-	-	-	3
Members of the public (legal representative)	33	240	6	15	-	1	1	18
Members of the public (other)	21	153	11	19	-	4	1	32

# 10. Right to information

CONTINUED

## Number of applications by type of application and outcome

	PERSONAL INFORMATION APPLICATIONS	NON-PERSONAL INFORMATION*	COMBINATION OF PERSONAL & NON-PERSONAL INFORMATION**
Access granted in full	44	14	1
Access granted in part	394	11	3
Access refused in full	17	3	-
Information not held	39	8	-
Information already available	-	-	-
Refuse to deal with application	1	6	2
Refuse to confirm/deny whether information is held	2	-	-
Application withdrawn	49	7	-

\* Access applications other than personal information applications.

\*\* Access applications that are partly personal information applications and partly other.

## Invalid applications

REASON FOR INVALIDITY	NUMBER OF APPLICATIONS
Application does not comply with formal requirements (section 41)	172
Application is for excluded information of the agency (section 43)	-
Application contravenes restraint order (section 110)	-
<b>Total number of invalid applications received</b>	<b>172</b>
Invalid applications that subsequently became valid applications	99

## Conclusive presumption of overriding public interest against disclosure

(matters listed in Schedule 1 of the Act)

	NUMBER OF TIMES CONSIDERATION USED
Overriding secrecy laws	-
Cabinet information	2
Executive Council information	-
Contempt	-
Legal professional privilege	41
Excluded information	1
Documents affecting law enforcement and public safety	-
Transport safety	-
Adoption	-
Care and protection of children	272
Ministerial code of conduct	-
Aboriginal and environmental heritage	-

## Other public interest considerations against disclosure

(matters listed in section 14 of the Act)

	NUMBER OF OCCASIONS WHEN APPLICATION NOT SUCCESSFUL
Responsible and effective government	339
Law enforcement and security	263
Individual rights, judicial processes and natural justice	319
Business interests of agencies and other persons	8
Environment, culture, economy and general matters	-
Secrecy provisions	246
Exempt documents under interstate Freedom of Information legislation	-

## Timeliness

	NUMBER OF APPLICATIONS
Decided within the statutory timeframe (20 days plus any extension)	510
Decided after 35 days (by agreement with applicant)	9
Not decided within time (deemed refusal)	37
<b>Total</b>	<b>556</b>

## Number of applications reviewed under part 5 of the Act (by type of review and outcome)

	DECISION VARIED	DECISION UPHELD	TOTAL
Internal review	-	4	4
Review by Information Commissioner	-	5	5
Internal Review following recommendation under section 93	-	-	-
Review by Administrative Decisions Tribunal	-	1	1
<b>Total</b>	<b>-</b>	<b>10</b>	<b>10</b>

## Applications for review under part 5 of the Act (by type of applicant)

	NUMBER
Applications by access applicants	8
Applications by persons to whom information the subject of access application relates (section 54)	2

# 11. Privacy and personal information

The Department of Family and Community Services maintains privacy management plans in accordance with the *Privacy and Personal Information Protection Act 1998* (PPIPA).

## 12. Consumer response

### ABORIGINAL HOUSING OFFICE

The Aboriginal Housing Information Service unit within the Aboriginal Housing Office (AHO) received 784 enquiries, mostly concerning priority housing and repairs and maintenance. Customer complaints relating to tenancy management matters are directed to Housing NSW under the service agreement.

### AGEING, DISABILITY AND HOME CARE

Ageing, Disability and Home Care (ADHC) responds to requests for information and accepts feedback and complaints about all aspects of the business. We seek to respond to complaints in a timely manner and handle all complaints in a fair, transparent and professional way.

Wherever possible, issues are resolved at a local level in an effort to preserve the relationship between staff, the client and the client's representatives. Fact sheets about complaints handling are available at [www.adhc.nsw.gov.au](http://www.adhc.nsw.gov.au)

Service users can make a complaint in person, in writing, by telephone or by completing a form available on the ADHC website.

The Ministerial and Executive Services branch monitors the handling of complaints raised in correspondence to the Minister for Ageing and Disability and the Chief Executive. This correspondence may be from external agencies such as the NSW Ombudsman, Members of Parliament on behalf of their constituents, or clients and their families.

The branch also accepts complaints received through the FACS website and from the National Disability Abuse and Neglect hotline and allocates these to appropriate sections of ADHC for action and response.

Complaints are monitored by the Governance and Assurance directorate with work continuing to establish systems to allow more in depth analysis of complaints in terms of emerging issues and trends.

There was an overall reduction in registered complaints. This should also be viewed in terms of the growth in services from the previous year, representing a more significant reduction in real terms.

A total of 966 complaints were registered in 2010–11, compared with 2,328 registered complaints in the previous 12-month period – a 59 percent decrease. Of these, 866 complaints were received by regions and 100 by central office. Complaints about regional Home Care decreased by more than 50 percent from 1,513 in 2009–10 to 739 this year. Complaints represented four broad categories – service delivery (65.32 percent), staff and other (25.98 percent), service access (6.94 percent) and policy (1.74 percent).

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

### Ageing, Disability and Home Care – summary of complaints by type

LOCATION	BUSINESS AREA	SERVICE DELIVERY	SERVICE ACCESS	POLICY	STAFF AND OTHER	TOTAL
<b>Central Office</b>	Home Care	66	15	-	19	100
	Accommodation and Respite	-	3	-	-	3
<b>Western</b>	Home Care	126	1	4	59	190
	Planning and Access	2	-	-	-	2
<b>Northern</b>	Accommodation and Respite	14	1	1	6	22
	Home Care	53	3	1	13	70
	Planning and Access	3	1	-	3	7
<b>Metro South</b>	Accommodation and Respite	37	4	1	23	65
	Home Care	89	11	5	40	145
	Planning and Access	9	5	-	6	20
<b>Metro North</b>	Accommodation and Respite	16	2	-	4	22
	Home Care	46	4	-	16	66
	Planning and Access	25	2	-	1	28
	Other	-	1	-	-	1
<b>Hunter</b>	Accommodation and Respite	6	1	-	2	9
	Home Care	25	-	-	17	42
	Planning and Access	8	7	1	9	25
<b>Southern</b>	Accommodation and Respite	9	2	3	2	16
	Home Care	93	2	-	31	126
	Planning and Access	4	2	1	-	7
<b>Total</b>		<b>631</b>	<b>67</b>	<b>17</b>	<b>251</b>	<b>966</b>

### Ageing, Disability and Home Care – customer feedback main issues

REASON	COMPLAINTS	%
Service access	67	6.9
Service quality	631	65.3
Other	268	27.7
<b>Total</b>	<b>966</b>	<b>100</b>



# 12. Consumer response

CONTINUED

## BUSINESSLINK

Businesslink received 93 complaints and 160 compliments through the feedback management system, compared with 37 complaints and 72 compliments last year. The increase in feedback is attributed to the launch and promotion of the feedback management process across FACS and other clients in early 2011. Other improvements included establishing customer feedback contact points and a standard operation process published on the intranet. A team was set up to work out regular causes for complaints and an awareness program about dealing with complaints was introduced at team briefings.

Of the 93 complaints, 17 resulted in procedural updates, 44 contributed to quality assurance, staff training and coaching programs. Twenty-six complaints were processed in accordance with established procedures and customers were not aware of these.

A number of changes were made to streamline processes for hiring disability support workers, which have reduced incoming enquiries and resolved the complaint. This includes collecting additional data, letter modification and clarification of information.

## Businesslink – client feedback

REASON	COMPLAINTS	%	COMPLIMENTS	%
Service delivery	8	8.6	104	65
Quality of service	36	38.7	37	23.1
Response	49	52.7	19	11.9
<b>Total</b>	<b>93</b>	<b>100</b>	<b>160</b>	<b>100</b>

## COMMUNITY SERVICES

During the year, the Complaints Unit received 1,744 complaints and enquiries, similar to the 1,759 complaints and enquiries received last year.

Complaints were received via telephone, mail, email, fax, and an internet online form. Complainants included birth parents, carers, relatives, community members, as well as young people.

The Complaints Unit was co-located with the Child Protection Helpline on 16 May 2011 to enable access to call centre technology and improve capacity to respond to all calls.

Common complaints included the nature and frequency of contact between children and young people in out-of-home care and significant people in their lives, communication with clients and other stakeholders, responses to reports of risk of significant harm and adherence to case plans and other commitments.

## HOUSING NSW

The Client Feedback Unit aims to provide equal access to housing services for clients, accurate information, prompt and efficient service and an avenue for concerns to be resolved. Clients may contact the unit by calling 1300 468 746 8.00am – 4.00pm Monday to Friday. Clients may also send written feedback by post, fax or via email through [www.housing.nsw.gov.au](http://www.housing.nsw.gov.au)

## Housing NSW – client feedback statistics

CATEGORY	2009–10		2010–11	
	NUMBER	%	NUMBER	%
Aboriginal Housing Office complaints	1	-	2	-
Aboriginal Housing Office compliments	-	-	-	-
Aboriginal Housing Office enquiries	113	-	22	-
Aboriginal Housing Office suggestions	-	-	-	-
Housing NSW complaints	4,731	8.50	6,440	69.00
Housing NSW compliments	357	-	385	4.13
Feedback from contractors	1,971	3.55	94	1.01
Chief Executive calls	-	-	-	-
General enquiries	48,156	86.89	2,346	25.14
Suggestions	90	-	44	-
<b>Total</b>	<b>55,419</b>	<b>100</b>	<b>9,333</b>	<b>100</b>

Notes:

1 AHO customer complaints relating to tenancy management rates are included in Housing NSW statistics.

2 Due to implementation of the IT system – HOMES – general enquiry calls are no longer logged in the feedback management system, therefore the results for 2010–11 are considerably lower than previously reported.

## Public housing appeals – first tier

If a public housing applicant or tenant is not satisfied with a decision made by a member of staff regarding eligibility for assistance, allocation of housing, tenancy management issues or other matters, they may request a review of Housing NSW's decision. A senior manager within the relevant team reviews the original decision. This is called a first-tier appeal.

## Social housing appeals – second tier

The Housing Appeals Committee has jurisdiction over the external appeals process for all social housing clients in NSW. Most decisions made under social housing policy can be appealed externally, once the person has had their case reviewed at an internal appeal. The external appeal is conducted by a panel of independent members appointed by the Minister and Cabinet.

During 2010–11, the Housing Appeals Committee received 396 appeals, of which 22 were from community housing clients. Of the 355 appeals heard, 336 were Housing NSW and 19 community housing matters. Fifteen clients each had two appeal issues heard. Forty-one clients did not proceed to a hearing as some matters were not within jurisdiction or had not been through the internal appeal. Some of these cases were resolved prior to second level appeal.

A breakdown of appeals by area shows:

- 144 from Central Sydney
- 140 from Greater Western Sydney
- 33 from Northern NSW
- 19 from Southern and Western NSW.

## Housing NSW – second-tier appeals hearing results

	2010–11
Declined	190
Recommended a change in decision	126
Resolved prior to the hearing	17
Approved by Housing NSW following adjournment	3
<b>Total</b>	<b>336*</b>

\* 19 cases are pending as at 30 June 2011.

## Housing NSW – second-tier appeals final outcomes

	2010–11
Recommendations supported by Housing NSW	97
Recommendations not supported by Housing NSW	2
Resolved	3
<b>Total</b>	<b>102*</b>

\* 24 cases have not been finalised as at 30 June 2011.

Of the community housing appeals heard, 16 were from metropolitan Sydney and three were from regional NSW.

## Housing NSW – community housing appeals hearing results

	2010–11
Declined appeals heard	4
Resolved/approved by community housing provider after adjournment	3
HAC recommended a change in decision	10
<b>Total</b>	<b>17*</b>

\* Two cases pending a result as at 30 June 2011.

## Housing NSW – community housing final outcomes

	2010–11
Recommendations supported by community housing	9
Recommendation not supported	-
Pending final outcome	1

## 13. Land disposal

Ageing, Disability and Home Care (ADHC) disposed of 11 properties because they were not in the best location to meet the demand for services, suitable for the needs of ADHC clients or economical to maintain, repair or redevelop.

Fifty percent of proceeds from the sale of these properties were used to support ADHC's operations and the remaining funds were returned to NSW Treasury.

Access to documents relating to each disposal may be obtained under the *Government Information (Public Access) Act 2009* (GIPA). For more information, go to [www.adhc.nsw.gov.au](http://www.adhc.nsw.gov.au)

One property (208 Dowling Street, Woolloomooloo) with

a value greater than \$5 million was transferred by way of an equity transfer from Community Services to the Department of Education and Communities.

Access to documents relating to transfer of property may be obtained under the GIPA Act. For more information go to [www.community.nsw.gov.au](http://www.community.nsw.gov.au)

Proceeds from the sale of Housing NSW properties were either used to support operations or reinvested into initiatives. Properties were disposed because they were inappropriately located to best serve the need for housing, or they were no longer deemed suitable for the needs of clients or uneconomical

to maintain, repair or redevelop. In some cases, under the community regeneration initiative, it was necessary to break down the concentration of public housing in estates by integrating private housing with social housing. In other cases, public housing tenants applied to purchase their homes.

There were no sales of \$5 million or more in 2010–11 other than by tender or public auction. Access to documents relating to each disposal may be obtained under the GIPA Act. For more information, go to [www.housing.nsw.gov.au](http://www.housing.nsw.gov.au)

## 14. Credit card certification

Credit card use by Department of Family and Community Services staff was in accordance with NSW Government guidelines.

## 15. Disclosure of controlled entities

FACS controls and provides staff to the Aboriginal Housing Office, which replaced the Aboriginal Housing Group Staff in 2009–10.

The department does not have a controlling interest in any other entities.

## 16. Environmental sustainability

FACS is committed to applying environmentally sustainable practices throughout the department and continues to look at ways to reduce waste and increase recycling. Our work in this area is influenced by the NSW Waste Reduction and Purchasing Policy (WRAPP) which requires government departments to implement WRAPP plans.

### ABORIGINAL HOUSING OFFICE

The management of Aboriginal Housing Office (AHO) owned properties and tenancies is mainly undertaken by Housing NSW under a service agreement with the AHO. Housing NSW manages AHO properties and tenancies according to the Housing NSW Environmental Strategy for reducing greenhouse gas emissions, reducing waste and minimising environmental damage.

The AHO continues to promote waste reduction and employs office suppliers that use recycled content in their paper, cardboard and toner cartridges. Most photocopy paper purchased by the AHO has at least 10 percent recycled content and copy paper has up to 90 percent recycled content. The AHO supplies all staff with paper recycling bins at their workstations and uses local not-for-profit organisations, particularly in regional areas, for reuse and recycling of office resources.

The AHO continues to maintain a car fleet with an above average environmental performance score as defined in the NSW Government's Cleaner Fleet initiative, and has remained within the government's energy management guidelines for decreasing its carbon footprint. Two vehicles in our fleet of 13 are hybrid.

### AGEING, DISABILITY AND HOME CARE

Use of technology and electronic procurement has increased through eTendering and SmartBuy to reduce the environmental impact of procurement, and staff are encouraged to make better "green" choices when purchasing products. This includes the use of the minimum energy performance standards for relevant electrical products and appliances in group homes.

An audit of waste consumption has been undertaken with other departments to develop a joint plan for implementing the State Contracts Control Board's integrated waste management contract which will rationalise the supplier base, achieve cost savings and promote more sustainable waste management processes.

The government target of 85 percent of copy paper purchased containing recycled content will be exceeded by 2014. Recycled content is regularly used in printing publications.

Fleet has exceeded government targets for the number of hybrid vehicles and ethanol blended fuel (E10) use. E10 is used where practicable, available and cost effective, with over 68 percent of fuel purchases now E10 as of March 2011.

A policy is in place stipulating that new construction projects for residential accommodation have sustainable housing features such as insulation, external shading, energy efficient lighting, use of natural light and ventilation and alternative energy systems such as solar.

### BUSINESSLINK

Businesslink continues to develop its waste reduction and purchasing policy with a preferred supplier agreement for office paper containing 50 percent recycled content and recycling all print cartridges and cardboard and paper products. Redundant computer material is recycled through a company that uses components to rebuild or repair other equipment.

During 2010–11, Businesslink recycled 9.27 tonnes of paper and 5.40 tonnes of cardboard, resulting in a 47 cubic metre reduction in landfill.

The use of ethanol blended fuel (E10) within Businesslink fleet has exceeded both the 20 percent target set by the government, and Businesslink's own 30 percent target, for 2010–11. On average, the E10 monthly usage was 62.4 percent for the year, a 50 percent increase over the previous year. Careful selection of vehicles has improved the overall "green fleet score" from 11.8 to 12.5 percent.

# 16. Environmental sustainability

## CONTINUED

### COMMUNITY SERVICES

National Australian Built Environment Rating System ratings were obtained for 19 Community Services offices across the state, with ratings of between 4.5 and 5 stars achieved at the offices assessed. Offices have been fitted with sensor lighting and black-out blinds to minimise energy use and reduce demand on air conditioning systems.

The cost of electricity and gas use increased from \$2.3 million in 2009–10 to \$2.9 million in 2010–11. This is due to Consumer Price Index charge increases and additional accommodation acquired during the year.

There has been a continued increase in the use of E10 fuel, as well as a trend to replace six cylinder vehicles with four cylinder and hybrid vehicles and public transport is promoted as an alternative to driving.

Community Services purchased 19,760 reams of virgin paper at a cost of \$102,421 and 59,226 reams of recycled paper at a cost of \$286,562; 12,429 tonnes of paper were sent to recycling. A total of 1,184 new printer cartridges were purchased for a total of \$268,464 and 1,025 remanufactured cartridges were purchased for a total of \$176,397; 246 tonnes of toner cartridges were sent for recycling.

### HOUSING NSW

Housing NSW aims to achieve a 63 percent resource recovery of waste generated by 2014 as part of the Environmental Sustainability in Housing strategy. Resource recovery is a measure of how you divert waste from going to landfill; for example, through reusing, recycling or composting.

During 2010–11, 44 percent of waste generated was recovered, with the average total waste and recycling generated per employee per day as 0.282kg, which is 35 percent less than the industry average of 0.432kg.

Housing NSW has been working to reduce waste produced in offices. Paper consumption decreased in 2010–11 to 5,819 A4 sheets per staff member, a reduction of 1,491 A4 sheets per employee.

Housing NSW is also reducing corporate waste by introducing more recycling in its larger offices. In 2010–11, 5 out of 11 offices more than 1,000 square metres had implemented paper and cardboard recycling, secure document destruction and commingled recycling, making it easier for staff to reduce waste at work.

Housing NSW continues to report on its energy use and purchase Green Power. For 2010–11, use of Green Power was 3,082,596kWh, which represents 11.4 percent of total electricity consumption.

Housing NSW is working in partnership with the Office of Environment and Heritage and Blacktown, Campbelltown and Wollongong City Councils to improve recycling in social housing multi-unit homes. Waste and recycling audits have been carried out in 459 homes and education programs are now underway to assist social housing residents improve recycling rates.

Housing NSW won the following environmental awards in 2010–11:

- Australian Institute of Landscape Architects awards for the Green Street program
- HIA-CSR Special Purpose Housing of the Year Award for a 24-unit housing complex at Isabella Street, North Parramatta
- Public Sector Energy award in the Green Globe Awards
- Urban Design award for the Green Street program
- Urban Taskforce's Development Excellence award for the One Minto estate renewal project.



## 17. Internal audit and risk management

The NSW Treasury Internal Audit and Risk Management Policy (TPP 09–05) provides a comprehensive and rigorous framework for the operation of Audit and Risk Management for the NSW Public Sector. FACS achieved compliance with the core requirements of the policy as required by 30 June 2011.

FACS Audit and Risk Committee was established in May 2010 and met four times in 2010–11 to oversee audit and risk functions. It includes three independent members with extensive experience in audit and risk management and two FACS members of staff.

Representatives from the NSW Audit Office and senior FACS management – including the Director General, Chief Audit Executive, Chief Financial Officer and Assistant Director General Corporate and Shared Services – attended the meetings.

In 2010–11, the committee:

- endorsed the internal audit plan and charter for 2010–11
- reviewed the enterprise risk management framework and risk register
- monitored implementation of mitigation strategies for high-risk business matters
- monitored implementation of recommendations relating to major internal and external audit issues
- developed the fraud and corruption prevention framework, business continuity framework and legislative compliance framework
- agreed accuracy of the 2009–10 consolidated financial statements and recommended submission to the Director General
- reviewed the quarterly business performance report
- implemented its performance assessment review.

The committee reviewed and endorsed the enterprise risk management framework in June 2010. The framework acknowledges that FACS divisions must take an active approach to risk management and focuses on strategic risks to the department including major organisational change, reform projects and large scale service delivery impacts.

In August 2010, the committee endorsed the FACS response to the NSW Treasury following the release of the NSW Treasury Policy Internal Audit and Risk Management in the NSW Public Sector (TPP 09–05 and TC 09–08). The Director General confirmed compliance with audit and risk requirements for the previous financial year based on evidence from divisional Chief Executives. O’Conner Marsden reviewed FACS accounting systems and internal controls in order to provide assurance to the committee as well as the Chief Financial Officer, FACS Board and NSW Treasury.

The committee considered and endorsed the 2009–10 financial statements at its August and October 2010 meetings which the Director General approved.

# 17. Internal audit and risk management

## CONTINUED

### ABORIGINAL HOUSING OFFICE

The NSW Treasury Managed Fund (TMF) through Allianz provides coverage for most government agencies' business operations. TMF covers the Aboriginal Housing Office (AHO), the Board, Head Office and regional operations, but does not insure risks relating to the AHO's property portfolio.

The AHO self-insures its property portfolio for fire damage, vehicle impact, and tempest. Based on past experience, and from research, this remains more economical than buying insurance. Funds continue to be set aside for self-insurance purposes.

### AGEING, DISABILITY AND HOME CARE

Ageing, Disability and Home Care (ADHC) established an Audit and Risk Committee (ARC) consistent with the requirements of the Treasury Internal Audit and Risk Management Policy (TPP 09-05). The Audit and Risk Committee provides independent assessment of the risks facing the organisation and the appropriateness of its controls and mitigation strategies. It supports the Chief Executive in performing his duties in relation to ADHC's systems of internal control, risk management, internal and external audit functions and compliance to legislation.

During the past year, the committee monitored ADHC's implementation of the Internal Audit and Risk Management Policy for the NSW Public Sector.

The committee met seven times in 2010-11 and endorsed the following 19 internal audits and performance reviews:

- Accounts Payable
- Asset Management
- Business Continuity Management Policy and Plan
- Children's Legislation
- Crisis Management Plan
- ECM Usability Assessment
- Fleet Management
- FMS Change Management and Training
- FMS Cutover Readiness
- FMS Parallel Run
- Fraud and Corruption Prevention Policy and Plan
- John Williams Memorial Trust
- Operational Policy Governance
- Pandemic Management Plan
- Privacy Audit
- Review of Businesslink/ADHC Interface Phase 2
- Risk Management Policy, Procedures and Reporting Framework
- Shared Services Fees
- Support Service Governance Plan.

ADHC also has a comprehensive enterprise risk management framework (ERMF), which includes a risk management policy, guidelines and an implementation plan. The framework provides processes to identify and manage the financial, business, strategic and operational risks faced by ADHC, including major projects, insurance arrangements, business continuity and disaster recovery, and fraud and corruption control.

ADHC undertakes annual reviews of its corporate risk profile and half yearly reviews of its risk register including risk mitigation strategies. ADHC also undertakes monthly monitoring of identified high risk categories and provides risk reports to the ADHC executive monthly and to the FACS ARC quarterly. The ARC reviews and provides oversight of ADHC's Enterprise Risk Management Framework to ensure its effectiveness in risk identification and management.

In 2010-11, ADHC placed emphasis on developing and implementing a comprehensive fraud and corruption awareness and prevention program and improving the business continuity management framework across its regions. This included developing business continuity plans at key service locations.

Identified areas of risk under consideration include occupational health and safety and reporting of critical incidents.

### BUSINESSLINK

Businesslink participates in the TMF, which provides workers' compensation, legal liability, motor vehicles, property and miscellaneous cover.

Businesslink has an enterprise risk management framework which is designed to assist managers to identify, administer and control strategic, corporate, fraud, and operational risk. The framework is consistent with AS/ISO 31000. The internal audit program and several key management systems, including information security and business continuity, use this risk-based approach.

Businesslink's Audit and Risk Committee met five times in 2010–11 and endorsed nine internal audits, three third-party assurance reviews and eight process assessments.

## COMMUNITY SERVICES

During 2010–11, Community Services implemented an Enterprise Risk Management Framework, consistent with FACS enterprise risk management framework, and in compliance with Treasury Policy TPP 09–05.

Community Services does an annual strategic risk assessment and monitors strategic risks on a quarterly basis, escalating relevant risks to the FACS Audit and Risk Committee. Community Services is embedding risk management within the division by working with business areas to develop risk registers and reports and monitor risks through the quarterly business review process.

The Audit and Risk Committee met four times during the year and there is a three-year Internal Audit Plan (2010–13) which helps the division focus on areas of highest risk. A comprehensive insurance program through the TMF covers workers' compensation, public liability, motor vehicle, property and miscellaneous liability.

## HOUSING NSW

In 2010–11, Housing NSW implemented the Enterprise Risk Management Framework, revised our business continuity management policy and began upgrading the business continuity plan operator manuals.

The natural disaster response capabilities were improved by streamlining emergency temporary accommodation arrangements and training approximately 20 Disaster Response Coordinators and other staff.

A revised legislative compliance framework was implemented to improve the management of compliance risk. A risk-based internal audit program continued to monitor high risk business functions and processes. Emerging trends in risks were monitored to inform strategic direction and planning priorities. Housing NSW demonstrated compliance with all aspects for core requirement 5, "Internal Audit and Risk Management Policy for the Public Sector" (TPP 09–05), in an independent audit of Housing NSW's Enterprise Risk Management Framework.

The Audit and Risk Committee for the NSW Land and Housing Corporation and the Aboriginal Housing Office met six times during 2010–11 and addressed significant risks including:

- timely and cost effective delivery of the Nation Building Economic Stimulus Plan (NBESP) targets
- responding to a changing client profile
- effective delivery of a diverse reform agenda
- delivering growth in the community housing sector.

In 2010–11, the commercial insurance program continued to provide appropriate and cost effective coverage for insurable risk. The total cost of insurance premiums, including all charges and fees for 2010–11 was \$7,505,268. This excludes construction risks and the asbestos premium (which incorporated NBESP works in 2010–11). This is a gross saving of seven percent from 2009–10.

Housing NSW is self-insured for the first \$5 million of any property loss and the first \$250,000 of any public liability claim. Against a declared asset value of \$27 billion there has been an 8 percent decrease in property premium. There has been no increase in liability premium and a 39 percent reduction in workers' compensation premium arising from Housing NSW's participation in the WorkCover Retro-Paid Loss Premium Scheme.

# Internal audit and risk management attestation

FOR THE 2010-11 FINANCIAL YEAR FOR DEPARTMENT OF FAMILY AND COMMUNITY SERVICES



## Internal Audit and Risk Management Attestation for the 2010-2011 Financial Year for the Department of Family and Community Services

I, Jim Moore, Acting Director-General, Department of Family and Community Services am of the opinion that the Department of Family and Community Services has internal audit and risk management processes in place that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*.

I, Jim Moore, Acting Director-General, Department of Family and Community Services am of the opinion that the Audit and Risk Committee of the Department of Family and Community Services is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The Chair and Members of the Audit and Risk Committee are:

- Alexander Smith, Independent Chair  
Term of appointment: up to four (4) years commencing 14 June 2010
- Carol Holley, Independent Member 1  
Term of appointment: up to four (4) years commencing 14 June 2010
- Terry Barnes, Independent Member 2  
Term of appointment: up to four (4) years commencing 14 June 2010
- James Christian, Chief Executive, Aboriginal Affairs, Internal Member 1  
Term of appointment: 14 June 2010 to 4 April 2011
- Peter Muir, Assistant Director General, Service Delivery Improvement, Internal Member 2  
Term of appointment: up to four (4) years commencing 14 June 2010

These processes provide a level of assurance that enables the senior management of the Department of Family and Community Services to understand, manage and satisfactorily control risk exposures

30 AUG 2011

(Sign & Date)

Jim Moore  
Acting Director-General



# Internal audit and risk management attestation

FOR THE 2010-11 FINANCIAL YEAR FOR ABORIGINAL HOUSING OFFICE



Family &  
Community Services

## Internal Audit and Risk Management Attestation for the 2010-2011 Financial Year for the Aboriginal Housing Office

I, Jim Moore, Acting Director-General, Department of Family and Community Services am of the opinion that the Aboriginal Housing Office has internal audit and risk management processes in place that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*.

I, Jim Moore, Acting Director-General, Department of Family and Community Services am of the opinion that the Audit and Risk Committee of the Aboriginal Housing Office is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The Chair and Members of the Audit and Risk Committee are:

- Carol Holley, Independent Chair  
Term of appointment: up to four (4) years commencing 7 April 2010
- Peter Housden, Independent Member 1  
Term of appointment: up to four (4) years commencing 7 April 2010
- Peter Lucas, Independent Member 2  
Term of appointment: up to four (4) years commencing 7 April 2010
- Leonie King, Executive Director, Community Housing, Internal Member 1  
Term of appointment: up to four (4) years commencing 7 April 2010
- Ivan Simon, Acting Deputy Chief Executive, Aboriginal Housing Office, Internal Member 2  
Term of appointment: up to four (4) years commencing 7 April 2010

These processes provide a level of assurance that enables the senior management of the Aboriginal Housing Office to understand, manage and satisfactorily control risk exposures

A handwritten signature in blue ink, appearing to be 'Jim Moore', written over a horizontal line.

30 AUG 2011

(Sign & Date)

Jim Moore  
Acting Director-General



# Internal audit and risk management attestation

FOR THE 2010-11 FINANCIAL YEAR FOR LAND AND HOUSING CORPORATION



**Family &  
Community Services**

## **Internal Audit and Risk Management Attestation for the 2010-2011 Financial Year for the New South Wales Land and Housing Corporation**

I, Jim Moore, Acting Director-General, Department of Family and Community Services am of the opinion that the New South Wales Land and Housing Corporation has internal audit and risk management processes in place that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*.

I, Jim Moore, Acting Director-General, Department of Family and Community Services am of the opinion that the Audit and Risk Committee of the New South Wales Land and Housing Corporation is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The Chair and Members of the Audit and Risk Committee are:

- Carol Holley, Independent Chair  
Term of appointment: up to four (4) years commencing 7 April 2010
- Peter Housden, Independent Member 1  
Term of appointment: up to four (4) years commencing 7 April 2010
- Peter Lucas, Independent Member 2  
Term of appointment: up to four (4) years commencing 7 April 2010
- Leonie King, Executive Director, Community Housing, Internal Member 1  
Term of appointment: up to four (4) years commencing 7 April 2010
- Ivan Simon, Acting Deputy Chief Executive, Aboriginal Housing Office, Internal Member 2  
Term of appointment: up to four (4) years commencing 7 April 2010

These processes provide a level of assurance that enables the senior management of the New South Wales Land and Housing Corporation to understand, manage and satisfactorily control risk exposures

30 AUG 2011

(Sign & Date)

Jim Moore  
Acting Director-General

## 18. Research and development

A range of research and development activities were undertaken across the department during the year.

Research undertaken by the Aboriginal Housing Office (AHO) included:

- analysis of the Commonwealth Rent Assistance (CRA) threshold rent model for the NSW Aboriginal Community Housing sector
- analysis of the financial viability of NSW Aboriginal community housing providers using the CRA threshold rent model
- methodology for setting a property rent for discrete Aboriginal communities and properties in remote and outer regional areas
- funding requirements for the transitional rent gap subsidy for Aboriginal community housing providers
- development of rent and subsidy modelling as part of the Build and Grow strategy
- face to face interviews with tenants in the Aboriginal community housing sector tenant early intervention pilot program
- performance audit of Remote Indigenous Housing National Partnership backlog and maintenance and refurbishments operations manual
- evaluation of the Provider Assessment and Registration system pilot which targets people leaving correctional facilities.

The AHO works with other agencies on data collection, research and evaluation activities such as the Community Housing and Infrastructure Needs Survey and the annual collection of

Aboriginal community housing dwelling information in collaboration with the National Reporting Framework on Indigenous Housing. AHO regional staff also work with Housing NSW to evaluate tenancy housing issues.

One major AHO project focused on Aboriginal people sustaining tenancies after they leave correctional facilities (National Partnership on Homelessness project). The initial target group was people at high risk of reoffending in Broken Hill.

Businesslink did not undertake any research and development activities in 2010–11.

Community Services' Research Centre encourages the use of research within the division, undertakes primary research, and supports a number of external research projects with the aim of improving the evidence base in child welfare. Community Services has three major research projects underway in 2010–11:

- Pathways of Care, a five-year \$1.5 million longitudinal study of children in out-of-home care (OOHC) conducted with leading academics in the field, is in its first annual wave of data collection. All children and young people entering OOHC in NSW for the first time over a 12-month period are being recruited into the study. To understand the factors that influence outcomes, detailed information about the life course development and experiences of children and young people in OOHC is being gathered prospectively from approximately 2,300 study children and young people. The study aims to inform policy and practice to strengthen the OOHC service system in NSW and to improve the outcomes for those in OOHC.

- Funding of \$208,000 was provided to undertake the Brighter Futures Aboriginal Families Study to improve understanding of issues related to access, participation, retention of and outcomes for Aboriginal families in the Brighter Futures early intervention program. Caseworkers and families involved with the program have been interviewed and results will be available in 2011–12. Results from the study will be used to guide improvements to the program to better meet the needs of Aboriginal families.
- An Intensive Outcomes Study was completed as part of the Brighter Futures evaluation in conjunction with the Social Policy Research Centre at the University of NSW. The study explored in-depth outcomes for 127 families involved in the program and found improvements in comparison to families not in the program. The final evaluation report was published in September 2010.

During 2010–11, Housing NSW selected 56 research projects to commence, with topics ranging from neighbourhood renewal to housing for older Australians.

We contributed \$501,075 funding to the Australian Housing and Urban Research Institute (AHURI). Through its National Housing Research program, AHURI expands the evidence base that informs housing policy and programs across Australia. Housing NSW helps set AHURI research priorities, including selecting new projects to fund, supporting research and disseminating findings.

# 18. Research and development

## CONTINUED

Housing NSW also commissioned AHURI to undertake six research syntheses to summarise available evidence on location disadvantage, estates strategy, homelessness interventions, youth housing and integrated national approaches to housing. Housing NSW uses this evidence to work with the Commonwealth Government and other housing agencies to improve services and plan for future housing needs.

### Key research projects

PROJECT	TARGET CLIENT GROUP	FUNDING
<b>Ageing, Disability and Home Care</b>		
45 and Up Study (coordinated by The Sax Institute)	Older people, people with a disability and their carers	\$300,000
Acquired brain injury research project	People with an acquired brain injury	\$75,000
Active engagement of older people in the community	Home and Community Care (HACC) clients	\$89,073
Adult transition project	Adults with disabilities	\$120,230
Ageing in place	People with a disability and their carers	\$400,000
Analysis of HACC Minimum Dataset	HACC clients aged over 45	\$45,816
Applied research grants	– Older people participating in volunteer work – IT application	\$250,000
Applied research grants	Older culturally and linguistically diverse volunteers	\$249,206
Barriers and enablers to the use of evidence-based proactive by ADHC speech pathologists	Speech pathologists	\$126,720
Carers and social inclusion: new frameworks, evidence and policy lessons	Carers	\$30,000
Community Living Award Review – review of Accommodation and Respite restructure	People with a disability and professional workforce	\$150,000
Common client analysis	People with a disability using health services	\$100,000
Community transport improvement project	Socioeconomically disadvantaged people in remote area	\$150,000
Core skills and development	Workforce	\$378,000
Demographic profile and support needs investigation of persons with multiple and complex disabilities	People with a disability	\$26,070
Early intervention assistive technology project	Children with a disability	\$400,469
Effective assessment of social isolation	Older people, people with a disability and people living alone	\$93,161
Effective behaviour services study	People with a disability	\$26,250
Environmental and built factors for maintaining independence in older age	Older people	\$99,400
Exploring sexuality knowledge assessment tools for people with an intellectual impairment	Disability service managers and clinicians	Nil
HACC future growth areas project 2009–10	Future growth in demand areas for HACC services	\$150,000
Health promotion and early ageing	People with an intellectual disability who are ageing	\$87,273
Home maintenance and modifications clearinghouse and research	HACC clients	\$70,566

PROJECT	TARGET CLIENT GROUP	FUNDING
Intellectual and other cognitive disability in the criminal justice system	People with an intellectual disability	\$21,671
Local government and ageing	Local government and older people in the community	\$64,964
Measuring outcomes in community care	Older people, people with a disability and carers	\$87,094
Mediation	People with a disability	\$30,000
Mindfulness-based stress reduction training for group home staff in intellectual disability services: can it reduce challenging behaviour, and change how staff think and feel?	Workforce and people with a disability	\$120,000
Non-government organisation (NGO) workforce indicators project	NGO paid and voluntary workforce	\$87,125
Non-government community services workforce	Workforce	\$149,987
Pilot study: minimum data set for disability, health and mental health services	HACC and NSW Health clients	\$149,811
Potential contribution of NGO sector to delivering more and better services to people with a disability	NGOs and people with disability	\$99,916
Research and development project on acquired brain injury – specialised assessment and intervention	NSW specialist practitioners and specialist services	\$75,000
Respite assessment and booking system	ADHC Respite Centres	\$150,000
Review of community living in-home and drop-in accommodation support services in NSW	People with a disability	\$225,500
School readiness for Aboriginal children with a disability: evaluation of a therapy transition program in inclusive settings	Aboriginal children with a disability and their families	\$156,599
Scoping of longitudinal study	People with a disability	\$75,000
The efficacy of the Sensory Protocol	Children and young people with a disability	\$12,472
Transformations of care	Community care workforce	\$89,430
Where are teachers' voices?	Students with multiple severe disabilities, and speech pathologists	Nil
Wobbly hub and double spokes model	Users of therapy services in rural and remote areas	\$321,794 <sup>1</sup>
Work Ability Study	Ageing workers	\$250,000
Young carers: the life course impacts of the caring responsibilities of children and young adults	Young carers	\$45,000 <sup>2</sup>

<sup>1</sup> NHMRC Grant, ADHC in-kind contribution \$536,000 (total project – \$1.6 million).

<sup>2</sup> ARC Linkage \$45,000, ADHC contribution over three years, with in-kind contribution of \$102,182. Funding source NSW Carers Action Plan non-recurrent funding.

# 18. Research and development

CONTINUED

PROJECT	TARGET CLIENT GROUP	FUNDING
<b>Community Services</b>		
A national comparative analysis of child, family and service factors contributing to successful and unsuccessful reunification (2009–11 study period) Australian Research Council (ARC) funded research	Child protection clients	\$15,000
Are we making the grade? Educational outcomes of children and young people in out-of-home-care – Michelle Townsend. Study period 2006–11	Children and young people in out-of-home care	\$46,500
Barriers to participation: the experiences of disadvantaged young children, their families and professionals in engaging with early childhood services – Dr Rebekah Grace. Study period 2007–11	Child protection clients	\$195,000
Challenges, possibilities and future directions: a national assessment of Australia's Children's Courts (2008–11) ARC funded research	Staff	In-kind support
Child protection and mothers in substance abuse treatment – Dr Stephanie Taplin. Study period 2008–11	Child protection clients	\$201,000
Culturally and linguistically diverse families in the NSW child protection system – Dr Pooja Sawrikar. Study period 2007–11	Child protection clients	\$195,000
Grandparents as primary carers of their grandchildren: a national, state and territory analysis of grandparent-headed families – policy and practice implications (2008–11 study period) ARC funded research	Children, young people and their carers	\$30,000
Growing Up in Australia: The Longitudinal Study of Australian Children, Dr Elizabeth Moore, Postdoctoral Research Fellow School of Psychiatry, Faculty of Medicine, School of Psychiatry, University of NSW	Children and young people	In-kind support
NSW Child development study (4 year study) ARC funded research	Children and young people	In-kind support
Pathways of Care: Longitudinal Study	Children and young people in out-of-home care	\$1.5 million
People with mental health disorders and cognitive disabilities in the criminal justice system (2008–11 study period) ARC funded research	Child protection clients	In-kind support



PROJECT	TARGET CLIENT GROUP	FUNDING
The Children in Care Study – Stage 4: a prospective study of the mental health of children in out-of-home care – Dr Michael Tarren-Sweeney. Study period 2009–11	Children and young people in out-of-home care	\$9,600
<b>Housing NSW</b>		
AHURI research synthesis – Australian youth housing models	Young people who are homeless/at risk of homelessness	\$25,000 <sup>1</sup>
Homelessness stakeholder mapping and engagement activities	Homeless clients and homelessness service providers including agencies	\$29,975
Housing market review	Social housing tenants in areas of concentrated disadvantage	\$40,260
Housing market review – feasibility model (metropolitan areas)	Social housing tenants in areas of concentrated disadvantage	\$46,017
Housing market review – feasibility model (non-metropolitan areas)	Social housing tenants in areas of concentrated disadvantage	\$24,950
Planning study – Outer Western Sydney	Social housing tenants	\$14,850
Planning study – Outer Western Sydney (Balance)	Social housing tenants	\$18,865
Planning study – Hunter	Social housing tenants	\$21,560
Planning study – North Coast	Social housing tenants	\$15,554
Planning study – Lower South Coast/Far North Coast	Social housing tenants	\$6,776
Planning study – St George Sutherland	Social housing tenants	\$17,150
Research synthesis: addressing location disadvantage effectively	Social housing tenants in areas of concentrated disadvantage	\$30,000
Research synthesis: Australian literature on location disadvantage and place-based renewal	Social housing tenants in areas of concentrated disadvantage	\$30,000
Strategy and implementation plan for evaluation of the NSW Homelessness Action Plan	<ul style="list-style-type: none"> <li>– Women and children escaping domestic and family violence</li> <li>– Rough sleepers with complex needs</li> <li>– Young people</li> <li>– Aboriginal people, people with mental health issues and/or drug and alcohol issues</li> <li>– Individuals leaving correctional facilities, juvenile justice facilities, medical facilities and out-of-home care</li> <li>– Individuals at risk of homelessness</li> </ul>	\$28,500

<sup>1</sup> Source of funds – Housing Assistance

# 19. Payment of accounts

The payment of accounts is closely monitored by each division to ensure accounts are paid in accordance with NSW Treasury directions. Process improvements continue to be targeted to improve payment on time performance.

Businesslink payment of accounts information is available in the Businesslink annual report at [www.businesslink.nsw.gov.au](http://www.businesslink.nsw.gov.au)

## FACS aged analysis of accounts payable at the end of each quarter

QUARTER	CURRENT (WITHIN DUE DATE)	< 30 DAYS OVERDUE	30 – 60 DAYS OVERDUE	60 – 90 DAYS OVERDUE	> 90 DAYS OVERDUE	TOTAL
	\$	\$	\$	\$	\$	\$
Sep-10	3,184,060	73,480	2,487	40,915	102,487	3,403,428
Dec-10	12,915,734	-	61,564	21,834	27,239	13,026,370
Mar-11	340,523,556	-	239,904	47,174	106,623	340,917,256
Jun-11	8,776,694	89,522	13,184	65,252	136,119	9,080,771

## FACS accounts paid on time within each quarter

QUARTER	TARGET	ACTUAL	PAYMENTS PROCESSED ON TIME	TOTAL AMOUNT PAID
	%	%	\$	\$
Sep-10	90	98	907,874,652	929,392,786
Dec-10	90	98	1,369,837,487	1,394,683,785
Mar-11	90	98	716,490,803	746,363,124
Jun-11	90	94	738,828,671	786,345,067
<b>Total</b>			<b>3,733,031,614</b>	<b>3,856,784,761</b>

FACS paid penalties totalling \$7,122 for late payment of accounts.

## Aboriginal Housing Office aged analysis of accounts payable at the end of each quarter

QUARTER	CURRENT (WITHIN DUE DATE)	< 30 DAYS OVERDUE	30 – 60 DAYS OVERDUE	60 – 90 DAYS OVERDUE	> 90 DAYS OVERDUE	TOTAL
	\$	\$	\$	\$	\$	\$
Sep-10	172,962	1,309	-	-	-	174,270
Dec-10	4,163	-	-	-	-	4,163
Mar-11	10,178	-	4,314	106	103	14,701
Jun-11	24,321	-	-	-	191	24,512

## Aboriginal Housing Office accounts paid on time within each quarter

QUARTER	TARGET PAID ON TIME	ACTUAL PAID ON TIME	AMOUNT PAID ON TIME	AMOUNT NOT PAID ON TIME	TOTAL AMOUNT PAID
	%	%	\$	\$	\$
Sep-10	95	98	18,110,093	442,233	18,552,326
Dec-10	95	92	15,841,443	1,439,285	17,280,728
Mar-11	98	68	12,369,762	5,689,907	18,059,669
Jun-11	95	98	32,667,723	802,269	33,469,992
<b>Total</b>			<b>78,989,020</b>	<b>8,373,694</b>	<b>87,362,715</b>

Data source: Businesslink, Governance Series and Finance.

Nil penalties for the Aboriginal Housing Office.

### Housing NSW aged analysis of accounts payable at the end of each quarter

QUARTER	CURRENT (WITHIN DUE DATE)	< 30 DAYS OVERDUE	30 – 60 DAYS OVERDUE	60 – 90 DAYS OVERDUE	> 90 DAYS OVERDUE	TOTAL
	\$	\$	\$	\$	\$	\$
Sep-10	18,185,132	1,844	-	262,200	(58,538)	18,390,638
Dec-10	19,029,070	-	5,781	(3,618)	(93,012)	18,938,221
Mar-11	15,280,736	-	(30,108)	8,268	(145,873)	15,113,023
Jun-11	7,322,956	(156,679)	-	(2,925)	(106,216)	7,057,136

### Housing NSW accounts paid on time within each quarter

QUARTER	TARGET PAID ON TIME	ACTUAL PAID ON TIME	AMOUNT PAID ON TIME	AMOUNT NOT PAID ON TIME	TOTAL AMOUNT PAID
	%	%	\$	\$	\$
Sep-10	95	99	709,929,443	10,480,199	720,409,642
Dec-10	95	98	636,869,952	11,431,767	648,301,720
Mar-11	95	97	397,291,118	11,301,666	408,592,784
Jun-11	95	98	528,348,617	11,340,319	539,688,936
<b>Total</b>			<b>2,272,439,131</b>	<b>44,553,951</b>	<b>2,316,993,082</b>

Data source: Businesslink, Governance Series and Finance.

Nil penalties for Housing NSW.

## GLOSSARY AND INDEX

# Glossary

ACRONYM	DEFINITION
<b>AAS</b>	Area Assistance Scheme
<b>ABS</b>	Aboriginal Services Branch
<b>AbSec</b>	Aboriginal Child, Family and Community Care State Secretariat (NSW)
<b>ACWA</b>	Association of Child Welfare Agencies
<b>ADHC</b>	Ageing, Disability and Home Care
<b>AHGOS</b>	Aboriginal Housing Group of Staff
<b>AHO</b>	Aboriginal Housing Office
<b>ALRA</b>	Aboriginal Land Rights Act 1983
<b>AMIHS</b>	Aboriginal Maternal Infant Health Strategy
<b>AOD</b>	Alcohol and Other Drugs
<b>ARCG</b>	Area Respite Co-ordination Groups
<b>ARG</b>	Aboriginal Reference Group
<b>CAF</b>	Comprehensive Assessment Format
<b>CALD</b>	Culturally and Linguistically Diverse
<b>CAP</b>	Crisis Accommodation Program
<b>CATALYST</b>	Creating Access To A Learning Youth Support Team
<b>CDP</b>	Caseworker Development Program
<b>CHART</b>	Changing Habits and Reaching Targets
<b>CIS</b>	Client Information System
<b>CIT</b>	Community Integration Team
<b>CLAS</b>	Community Language Allowance Scheme
<b>COAG</b>	Council of Australian Governments
<b>CPAG</b>	Child Protection Advisory Group
<b>CPI</b>	Consumer Price Index
<b>CRA</b>	Commonwealth Rent Assistance
<b>CRPD</b>	Convention on the Rights of Persons with Disabilities
<b>CSC</b>	Community Services Centre
<b>CSGP</b>	Community Services Grants Program
<b>CSHA</b>	Commonwealth State Housing Agreement
<b>CST</b>	Community Support Teams
<b>CWU</b>	Child Wellbeing Unit
<b>DAP</b>	Disability Assistance Package

ACRONYM	DEFINITION
<b>DEC</b>	Department of Education and Communities
<b>DFS</b>	Department of Finance and Services
<b>DHASI</b>	Disability Housing and Support Initiative
<b>DPC</b>	Department of Premier and Cabinet
<b>EEO</b>	Equal Employment Opportunity
<b>EPSU</b>	Ethics and Professional Standards Unit
<b>ERP</b>	Enterprise Resource Planning
<b>FACS</b>	Family and Community Services
<b>FaHCSIA</b>	Commonwealth Department of Families, Housing, Community Services and Indigenous Affairs
<b>FanS NSW</b>	NSW Family Services
<b>FMS</b>	Funding Management System
<b>FOI</b>	Freedom of Information
<b>FWA</b>	Fair Work Australia
<b>GAMC</b>	Government Asset Management Committee
<b>GIPAA</b>	The Government Information Public Access (GIPA) Act 2009
<b>HACC</b>	Home and Community Care
<b>HAF</b>	Housing Affordability Fund
<b>HASI</b>	Housing Accommodation Support Initiative
<b>HCC</b>	Housing Contact Centre
<b>HCP</b>	Housing Communities Program
<b>HCS</b>	Home Care Service of NSW
<b>HOMES</b>	Housing Operations, Management and Extended Services
<b>HSNet</b>	NSW Human Services Network
<b>ICAC</b>	Independent Commission Against Corruption
<b>IFBS</b>	Intensive Family Based Services
<b>IRC</b>	Industrial Relations Commission
<b>ISP</b>	Intensive Supervision Program
<b>ISS</b>	Intensive Support Services
<b>ITAP</b>	Induction Training Assessment Program
<b>JIRT</b>	Joint Investigation Response Team



# Glossary

CONTINUED

ACRONYM	DEFINITION
<b>KIDS</b>	Key Information and Directory System
<b>LHCORP</b>	NSW Land and Housing Corporation
<b>NAHA</b>	National Affordable Housing Agreement
<b>NAIDOC</b>	National Aboriginal and Islander Day Observance Committee
<b>NAPCAN</b>	National Association for the Prevention of Child Abuse and Neglect
<b>NBESP</b>	Nation Building Economic Stimulus Plan
<b>NDA</b>	National Disability Agreement
<b>NGO</b>	Non-Government Organisation
<b>NRAS</b>	National Rental Affordability Scheme
<b>OFA</b>	Office of Ageing
<b>OFWP</b>	Office for Women's Policy
<b>OH&amp;S</b>	Occupational Health and Safety
<b>OOHC</b>	Out-of-Home Care
<b>OSP</b>	Office of Senior Practitioner
<b>OTEN</b>	Open Training Education Network
<b>PACT</b>	Protecting Aboriginal Children Together
<b>PARS</b>	Provider Assessment and Registration System
<b>PPIPA</b>	Private and Personal Information Protection ACT 1998
<b>PSA</b>	Public Services Association
<b>RIHNP</b>	Remote Indigenous Housing National Partnership
<b>RFCAG</b>	Regional Foster Care Advisory Group
<b>RTRS</b>	Regional Tenant Resource Services
<b>SAMP</b>	Strategic Asset Management and Procurement
<b>SBIS</b>	Statewide Behaviour Intervention Service
<b>SCAN</b>	Supporting Children with Additional Needs
<b>SCFS</b>	Shared Care Family Support
<b>SDM</b>	Structured Decision Making
<b>SES</b>	Senior Executive Service
<b>SHLV</b>	Staying Home Leaving Violence

ACRONYM	DEFINITION
<b>SMM</b>	Self Managed Model
<b>SOORT</b>	Statutory and Other Officers Remuneration Tribunal
<b>SPA</b>	State Property Authority
<b>SYORP</b>	Serious Young Offenders Review Panel
<b>TAFE</b>	Technical and Further Education
<b>TMF</b>	Treasury Managed Fund
<b>TPRS</b>	Tenant Participation Resource Services
<b>TTW</b>	Transition to Work
<b>TTY</b>	Telephone Typewriters
<b>UNIFEM</b>	United Nations Development Fund for Women
<b>WFM</b>	Work Force Management
<b>WRAPP</b>	Waste Reduction and Purchasing Policy
<b>YAPA</b>	Youth Action and Policy Association
<b>YDAC</b>	Youth Drug and Alcohol Court
<b>YLSI</b>	Youth Level of Service Inventory
<b>YPIRAC</b>	Young People in Residential Aged Care

# Index

A	Aboriginal Affairs	137-139
	Aboriginal Housing Office	16-27
	Ageing, Disability and Home Care	28-67
	Appendices	142-195
	Audit opinion on financial statements	Addendum*
B	Business hours	Inside back cover
	Businesslink	68-77
C	Case studies	9, 25, 41, 72-73, 87, 114-115, 136, 139, 141
	Changes to divisions	132-141
	Chief Executive messages	2-15, 18, 30, 70, 80, 110
	Clients	4, 111, 134, 137, 140
	Community Services	78-107
	Consultants	172
	Consumer response	176-179
	Contact details	Inside back cover
	Corporate structure	6
	Cost of producing Annual Report	Inside back cover
D	Credit card certification	180
	Department restructure	133
	Disability action plans	168-170
	Disclosure of controlled entities	180
E	Economic and other factors	4
	Environmental sustainability	131, 181-182
	Equal employment opportunities	149-152
	Executive management and structure	6
	Executive summary	2-15
F	Female officers in SES positions	157-164
	Financial statements (Department of Family and Community Services, Home Care, Home Care Services, Land and Housing Corp and Aboriginal Housing Office)	Addendum*
	Financial summary	7-8
	Freedom of Information	173-175
	Funds granted to non-government organisations	Addendum*
G	Glossary	197-198
	Government Information Public Access Act (GIPA Act)	173-175
	Grants	Addendum*
H	Housing NSW	108-131
	Human resources	147-148
I	Insurance activities	183-188
	Internal audit	183-188
J	Juvenile Justice	140-141

# Index

CONTINUED

	Land disposal	180
L	Legislation and legal changes	143–146
	Letter of submission to Minister	Inside front cover
M	Multicultural policies and services program	165–167
N	NSW Land and Housing Corporation	8
	Occupational health and safety	153–156
	Office for Women's Policy	134–136
O	Office locations	Inside back cover
	Organisation chart	6
	Organisational change	132–141
	Overseas travel	171
	Payment of accounts	194–195
P	Performance and number of executive officers	157–164
	Privacy and personal information	175
	Research and development	189–193
R	Right to information	173–175
	Risk management	183–188
S	Senior management	5–6, 157–164
	Waste (environmental sustainability appendix)	131, 181–182
T	Website address	Back cover
	Workers compensation	153–156
W	Waste	131, 181–182

\*FACS financials and funding to non-government organisations are printed as separate volumes and available at [www.facs.nsw.gov.au](http://www.facs.nsw.gov.au)

# Contact information

## Department of Family and Community Services

Level 2, 55 Clarence Street  
Sydney NSW 2000  
Locked Bag 3002  
Australia Square NSW 1215

Ph: 02 9248 0900  
Fax: 02 9248 0999  
Email: [facsinfo@facs.nsw.gov.au](mailto:facsinfo@facs.nsw.gov.au)  
Web: [www.facs.nsw.gov.au](http://www.facs.nsw.gov.au)

## OUR DIVISIONS

### Aboriginal Housing Office

Level 6, 33 Argyle Street  
PO Box W5  
Westfield Parramatta NSW 2150

Ph: 02 8836 9444  
Fax: 02 9635 3400  
Email: [ahoenquiries@aho.nsw.gov.au](mailto:ahoenquiries@aho.nsw.gov.au)  
Web: [www.aho.nsw.gov.au](http://www.aho.nsw.gov.au)

### Ageing, Disability and Home Care

Level 5, 83 Clarence Street  
Sydney NSW 2000

Ph: 02 8270 2000  
TTY: 02 8270 2167  
Email: [service@facs.nsw.gov.au](mailto:service@facs.nsw.gov.au)  
Web: [www.adhc.nsw.gov.au](http://www.adhc.nsw.gov.au)

### Businesslink

23–31 Moore Street  
Liverpool NSW 2170  
Locked Bag 7466  
Liverpool BC 1871  
DX 5064 Liverpool

Ph: 02 9765 3333  
Fax: 02 9765 3330 Email: [communications@businesslink.nsw.gov.au](mailto:communications@businesslink.nsw.gov.au)  
Web: [www.businesslink.nsw.gov.au](http://www.businesslink.nsw.gov.au)

### Community Services

4–6 Cavill Avenue  
Ashfield NSW 2131  
Locked Bag 4028  
Ashfield NSW 2131

Ph: 02 9716 2222  
Fax: 02 9716 2999  
Web: [www.community.nsw.gov.au](http://www.community.nsw.gov.au)

### Housing NSW

223–239 Liverpool Road  
Ashfield NSW Australia 2131  
Locked Bag 4001  
Ashfield BC NSW 1800

Ph: 02 8753 8000  
Fax: 02 8753 8888  
Email: [feedback@housing.nsw.gov.au](mailto:feedback@housing.nsw.gov.au)  
Web: [www.housing.nsw.gov.au](http://www.housing.nsw.gov.au)

### Office for Women's Policy

Level 13, 55 Hunter Street  
Sydney NSW 2000  
GPB Box 5341, Sydney 2001

Ph: (02) 9228 3141  
Fax: (02) 9228 3571  
Email: [facsinfo@facs.nsw.gov.au](mailto:facsinfo@facs.nsw.gov.au)  
Web: [www.women.nsw.gov.au](http://www.women.nsw.gov.au)

Please see divisional websites for regional contact details. Business hours for divisional head offices are from 9.00am to 5.00pm.

Photography by **Damien Ford Photography** except page 25 (image by Brock Perks), page 9 (image by D & M Remond) and front cover and pages 28–29, 41 and 141 (images owned by FACS).

Design by **Doppio**

Copies of this report and the department's financial statements and funding to non-government organisations is available at [www.facs.nsw.gov.au](http://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 2010–11 is \$76,200 which includes design and print. This a reduction of \$40,715 compared to 2009–10 annual report production costs.

**[www.facs.nsw.gov.au](http://www.facs.nsw.gov.au)**



**Family &  
Community Services**

**Department of Family and Community Services**

Level 2, 55 Clarence Street, Sydney NSW 2000  
Locked Bag 3002 Australia Square, NSW 1215  
Ph: (02) 9248 0900 Fax: (02) 9248 0999

**Email: [facsinfo@facs.nsw.gov.au](mailto:facsinfo@facs.nsw.gov.au)  
[www.facs.nsw.gov.au](http://www.facs.nsw.gov.au)**

**ISSN 1839-5600**