



Family &  
Community  
Services



# Family and Community Services Annual Report 2013–14

## Volume 1: Performance and activities report



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# Letter to the Ministers

**The Hon. Gabrielle Upton MP**

Minister for Family and Community Services  
Parliament House  
Sydney NSW 2000

**The Hon. John Ajaka MLC**

Minister for Ageing  
Minister for Disability Services  
Minister for the Illawarra  
Parliament House  
Sydney NSW 2000

**The Hon. Pru Goward MP**

Minister for Women  
Minister for Planning  
Parliament House  
Sydney NSW 2000

Dear Ministers

I am pleased to submit the Family and Community Services (FACS) Annual Report 2013–14 for presentation to the NSW Parliament.

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

Following the laying of the report in Parliament, it will be available for public access on the FACS website at [www.facs.nsw.gov.au](http://www.facs.nsw.gov.au)

Yours sincerely



**Michael Coutts-Trotter**  
Secretary

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# About this report

The Family and Community Services (FACS) Annual Report reports on the operations and financial performance of the FACS cluster for 2013–14 in accordance with the requirements of the *Annual Reports (Departments) Act 1985* and the *Annual Reports (Statutory Bodies) Act 1984*.

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

This report consists of three volumes:

**Volume 1:** Performance and activities report

Reviews and reports our activities and performance for the FACS cluster. This volume includes information regarding departmental staff who provided employee-related services to NSW Businesslink Pty Ltd, our shared services provider.

**Volume 2:** Audited financial statements

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

Department of Family and Community Services (Parent Financial Report)

Home Care Service of NSW

Home Care Service Staff Agency

John Williams Memorial Charitable Trust

2. Aboriginal Housing Office financial statements

3. NSW Land and Housing Corporation financial statements

**Volume 3:** Grant and subsidies payments including funding to non-government organisations 2013–14.

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

A FACS Annual Statistical Report for 2013–14 will expand on the information contained in this report, providing a range of measures of performance against our strategic objectives and progress in achieving better client outcomes.

A separate Annual Report is available for NSW Businesslink Pty Ltd and can also be accessed at [www.facs.nsw.gov.au](http://www.facs.nsw.gov.au)

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

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# Secretary's message



At Family and Community Services (FACS) we have an ambitious goal to break disadvantage and see that all people are included in our communities.

The past financial year has seen an increase in the number of people that access the services that FACS provides. This increased demand results from some of the most complex and intertwined problems that face our communities.

Our first concern will always be the people we serve. We strive to ensure that all members of our community are empowered to live fulfilling lives and achieve their potential.

This year, we have developed a strategic statement that is a high-level plan for the next three years that sets out the vision, values and objectives of our organisation.

We want to ensure that children and young people are protected from abuse, that people with disability realise their potential, that social housing assistance breaks disadvantage, that people experiencing domestic and family violence are safer, and that Aboriginal people have better outcomes. FACS also aims to help the people we serve meaningfully participate in social and economic life.

In 2013 we successfully completed localisation reforms with the formation of 15 new districts. Our resources are now better matched to the community areas that need them most. The result is better decision-making, more personalised support services and a single FACS presence in the community.

We are now in the midst of the next step: a significant reorganisation of our central office functions. The new structure, OneFACS, will remove duplication, provide personalised and localised responses, and simplify programs and services. It will create the foundation for FACS to use the full potential of our people, resources and expertise to deliver our significant reform agenda.

This year we have made good progress. We have new laws which enable the *Safe Home for Life* reforms to improve the way that children and young people that cannot live at home safely are looked after. The reforms will ensure that children and families get the help they need to keep children safe.

We are successfully rolling out the National Disability Insurance Scheme, a huge economic and social reform that will give people with disability control in making decisions about the supports they need.

We continued implementing the *Going Home Staying Home* reforms which strengthen the specialist homelessness system, uniting fragmented services and focusing on early intervention. Under the reforms, funding for homelessness services has increased so that more people will have access to services.

The job we have set ourselves at FACS is a bold and meaningful one. We have a significant amount of work ahead of us and I look forward to continuing on this path, working together to create a more inclusive and supportive community.

A handwritten signature in black ink, reading 'M. Coutts-Trotter'.

**Michael Coutts-Trotter**  
Secretary



# Part 1 Introduction



- 1.1 Who we are and what we do
- 1.2 Our financial performance

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## 1.1 Who we are and what we do

The Family and Community Services (FACS) cluster supports vulnerable people and families to participate in social and economic life and build stronger communities. The cluster directly supports people across NSW through its own services and through funding non-government organisations (NGOs) to deliver specialist support services.

Our work is broad and challenging. Every day we strive to improve lives by supporting:

- people with disability, so they can realise their potential
- children and young people, so they have the best possible start to life and are protected from abuse and neglect
- people in vulnerable circumstances, so they have suitable, stable and sustainable accommodation and services that support them to overcome disadvantage
- communities to become more resilient and inclusive
- families, so they are safe from domestic, family and sexual violence
- Aboriginal people, so they have the same social and economic opportunities as other Australians
- seniors, so they experience the benefits of living longer
- women, so they have full access to economic opportunities.

### Our challenges

FACS work involves helping people take more control of their lives.

Complex circumstances are becoming more common for the people we work with, including substance misuse, mental health issues, domestic and family violence, and intergenerational disadvantage.

The greater complexity of the needs and increasing diversity of the people we work with means our services need to be more flexible and responsive.

The environment in which FACS services are delivered is also complex, affected by economic and social trends.

FACS needs to respond to growing demand. Demand for services will increase as the number of people over 65 years old in the total population increases. By 2050, 24 percent of NSW residents will be aged over 65 years. This presents both challenges and opportunities.

In addressing housing need, FACS operates in a challenging environment. Escalating private housing costs, together with increased energy prices, are putting additional pressure on people who are living on limited incomes. Lack of affordable housing supply, particularly in Sydney, is increasing the demand for housing assistance and placing more people at risk of homelessness.

More people are living longer with a disability now than in the past because improved medical treatments enable more people to manage long-term health or disability conditions. This is increasing the demand on disability services as people now often outlive their parents and families who may have provided care in the past.

Carers too require more services for themselves as many are providing care for longer, which impacts on their own health and wellbeing. There is also increased pressure on carers with many juggling caring responsibilities for ageing parents whilst caring for their own children and/or grandchildren.



## Our strategic directions

To respond to these challenges FACS will:

- continue our extensive agenda of service reform, considering what activities FACS should perform directly and which are better undertaken by other parts of the service system
- intervene early with responses based on strong evidence to provide us with the best opportunities to build resilience and support, and strengthen families
- recognise that some people need integrated services over a long period to get their lives back on track, while others need a small amount at the right time to maintain their independence.

### FACS Strategic Statement

Our response has been clearly articulated in our Strategic Statement, released in June 2014, which sets out the vision, values and objectives that will guide and unite our department over the next few years.

FACS has an ambitious goal to break disadvantage and see that people are included in their communities. This means providing supports to assist people to improve their own lives and providing opportunities which deliver real and sustained benefits.

To achieve this, we will:

#### **Put people first**

- Design services that build on the unique strengths of each individual or family.
- Engage clients in decisions affecting their lives.
- Work with other government departments and our non-government partners so that people are at the centre of their services.
- Deliver and fund high quality services that make a real difference in people's lives.

#### **Create local solutions tailored to meet local needs**

- Build the capacity of our districts so more decisions are planned and taken locally.
- Improve the way we engage clients and communities in the planning, design and delivery of services.
- Foster greater and more effective local partnerships that encourage greater access and use of mainstream services.
- Deliver a service system that is easy for clients and communities to understand, navigate and use.

#### **Work with government, non-government and community partners to reach more people with better services**

- Collaborate with NGOs, philanthropists, citizens and the private sector to improve the wellbeing of our community.
- Develop an NGO strategy setting out how we will work with the sector. This includes developing the sector's capacity for sustainable growth, developing our own capacity to work in partnership, and promoting shared decision-making.
- Work in partnership with the NGO sector to develop procurement frameworks that best meet clients' needs and support their goals.

#### **Build an agile and cohesive department that leads and delivers social policy reform**

- Value the advice of our staff about innovative solutions to improving outcomes for clients and the community.
- Create a structure where districts and state-wide operations are supported by a single central office.
- Consolidate policy, service design, and corporate services functions across FACS.
- Use robust data analysis, research and evaluation to inform policy, service design and local planning.
- Support the FACS workforce to be strong, capable, professional and responsive to the needs of individuals, families and communities.

## Progressing reform

In 2013–14 FACS implemented localisation reforms, creating a new district structure, and also commenced changes to central office functions to streamline and integrate the department to better support our districts, frontline staff and partners in delivering better services for the people and communities we serve (see below for further information on OneFACS transformation).

Our organisational changes create the foundation to effectively deliver our significant reform activity, which in 2013–14 included:

- rolling out the National Disability Insurance Scheme (NDIS), which commenced in the Hunter area on 1 July 2013, to enable people with disability to have full control and choice over their supports to live the life they want
- introducing *Ready Together* to continue the NSW Government's commitment to deliver over \$2 billion in growth to the NSW disability sector and focus on the individual needs of people with disability
- strengthening our child protection system through the *Safe Home for Life* reforms, which are the first step towards a less legalistic, process driven child protection system in NSW, placing children and their families at the centre of decision-making
- reshaping the specialist homelessness system to improve supports for homeless people and those at risk of homelessness through the *Going Home Staying Home* reforms
- developing the *Better Outcomes for Aboriginal People and Communities Aboriginal Strategy 2013-2015* to ensure that all of our services, activities and reforms improve outcomes for Aboriginal people and their communities
- commencing the *It Stops Here: Standing together to end domestic and family violence* reforms.

## Our people

The FACS workforce consists of over 20,000 people, is diverse and includes people with many different skills, qualifications and experience who are employed in a range of roles.

Most of our staff work directly with clients in frontline service delivery roles which include caseworkers, nurses, allied health workers, care workers, client service officers, community care workers and disability support workers.

All roles, whether frontline, service support, policy or corporate, require a commitment to work with integrity and accountability to improve the lives of the people we serve. FACS encourages staff to find innovative solutions to improving outcomes for individuals and the community, and supports the workforce to be strong, capable, professional and responsive.

In 2013–14 considerable work has been undertaken to implement the NSW Government's priorities to reform employment arrangements and management practices under the new *Government Sector Employment Act 2013*, including:

- creating a single Public Service Senior Executive, aligned with the OneFACS transformation program and to be implemented progressively by the end of 2016
- reviewing recruitment and employment decision processes, to embed the Public Service Capability Framework, ensure more consistent assessment of capabilities and strengthen selection based on merit
- improving workforce planning by enabling mobility and flexibility through the introduction of consistent capability based role descriptions
- commencing implementation of a new FACS Performance Development program to better support FACS staff to know what is expected, be recognised for good work, receive regular feedback on how to improve, and be supported to reach their full potential.

## Our structure

In 2013–14 the FACS cluster included the following bodies.

### Department of Family and Community Services

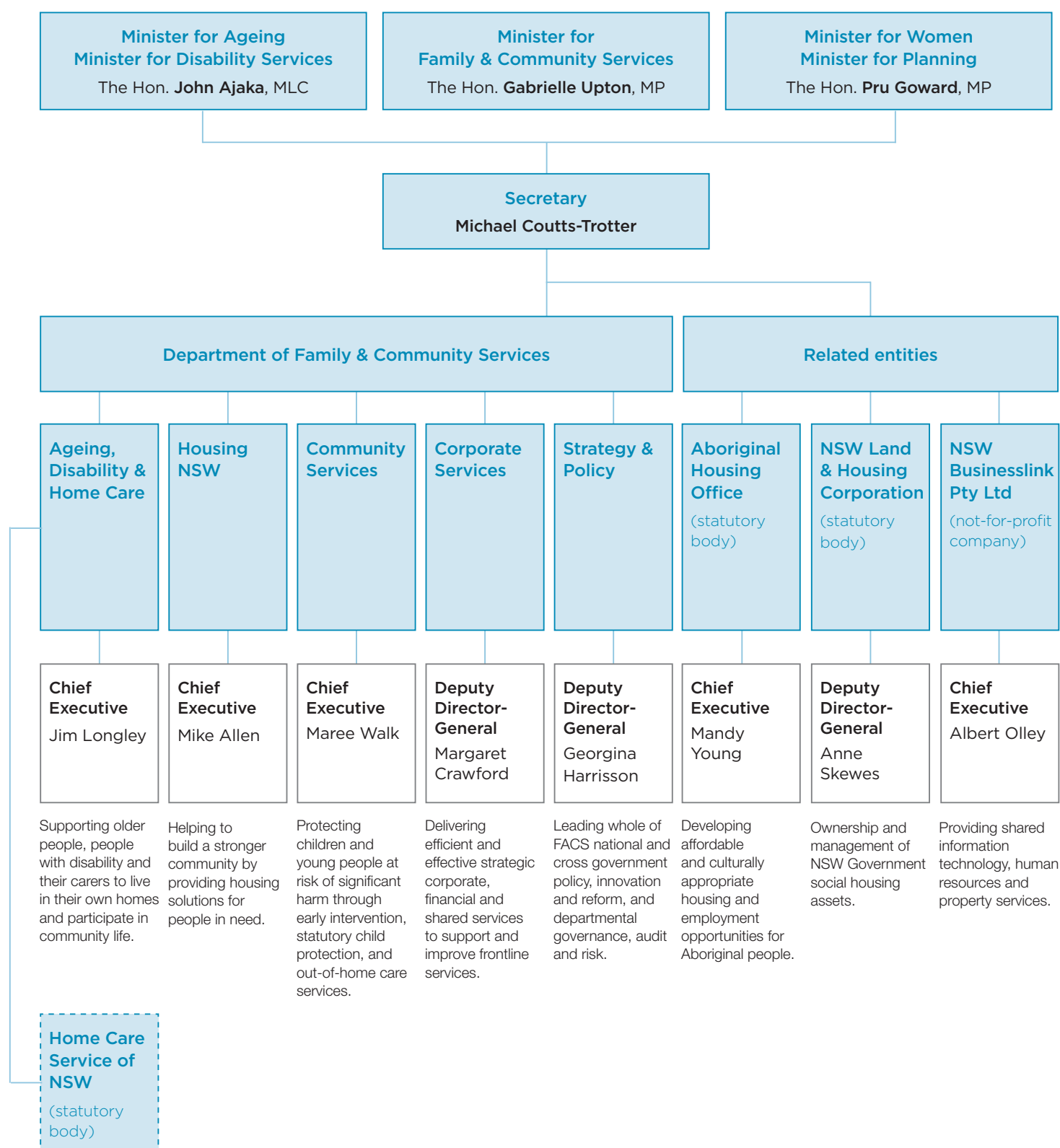
- Fifteen districts.
- Five divisions:
  - Ageing, Disability and Home Care (including the Home Care Service of NSW)
  - Community Services
  - Housing NSW
  - Strategy and Policy
  - Corporate Services.

### Other related entities

- The Aboriginal Housing Office: a not-for-profit entity that plans and administers the policies, programs and asset base for Aboriginal housing in NSW.
- The Home Care Service of NSW: a not-for-profit entity that is the largest provider of home and community care services in NSW.
- NSW Land and Housing Corporation: a Public Trading Enterprise responsible for the management of the NSW Government's social housing portfolio with the goal of delivering the maximum number of public housing dwellings that best meet the needs of tenants and are well suited in terms of their fit for purpose.
- NSW Businesslink Pty Ltd<sup>1</sup>: shared service provider for information technology, human resources and property services.
- The John Williams Memorial Charitable Trust: trust properties provide respite and care accommodation for children with disability.

<sup>1</sup> On 1 July 2014 NSW Businesslink Pty Ltd was merged into the Corporate Services division of the Department of Family and Community Services.

## The NSW Family and Community Services cluster at 30 June 2014<sup>1</sup>



<sup>1</sup> The cluster structure changed in October 2014 following OneFACS reforms.

## OneFACS transformation

Our localisation reforms took effect in September 2013 with the establishment of 15 integrated FACS districts to replace previous regional divisional structures.

Localisation places individuals, families and local communities at the centre of everything that we do. It enables more localised planning and decision-making and improves links between senior service delivery management and frontline staff (see part 2.1 for further information on the progress of localisation).

In 2013–14 FACS also commenced work on organisational changes to form a single integrated department. The OneFACS reform will support localisation and will offer better support to frontline staff by consolidating our central functions and making it easier for districts to interact with central office. We will remove existing silos, streamline and develop consistent processes and make a number of system changes which will ultimately improve the delivery of our services to people and communities.

## 1.2 Our financial performance

This section provides an overview of the financial performance of the FACS cluster. Full audited financial statements are included in volume 2 of this report for the:

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

### FACS financial reporting structure

Reporting entity	Classification	Statutory Financial Reports		
Department of Family and Community Services <ul style="list-style-type: none"><li>• Ageing, Disability and Home Care</li><li>• Community Services</li><li>• Housing NSW</li><li>• Corporate Services</li><li>• Strategy and Policy</li></ul>	NSW Government Department	Department of Family and Community Services (Parent Financial Report)		Department of Family and Community Services Consolidated Financial Statements
NSW Businesslink Pty Ltd group of staff				
Aboriginal Housing Office group of staff				
NSW Land and Housing Corporation group of staff				
Home Care Service of NSW	Statutory Body	Home Care Service of NSW (Parent)	Home Care Service of NSW (Consolidated Financial Report)	
Home Care Service Staff Agency	Statutory Body	Home Care Service Staff Agency		
John Williams Memorial Charitable Trust	Special Reporting Entity		John Williams Memorial Charitable Trust	
Aboriginal Housing Office	Statutory Body	Separate statutory financial report		
NSW Land and Housing Corporation	Statutory Body	Separate statutory financial report		

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

Due to the introduction of the Public Sector Employment and Management (Housing) Order 2013, an administrative restructure has resulted in the group of staff providing personnel services to LAHC (specifically in respect of managing the NSW Government's housing portfolio) being transferred to FACS from 2 August 2013.

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



Separate financial statements are prepared for the following reporting entities that are also included in the Department of Family and Community Services consolidated financial statements:

- Home Care Service of NSW (Parent and Consolidated)
- Home Care Service Staff Agency
- John Williams Memorial Charitable Trust.

Ministerial and Treasurer approval was provided for the transfer of the assets and liabilities of NSW Businesslink Pty Ltd at close of business on 30 June 2014. The operations of the entity previously known as NSW Businesslink Pty Ltd will be reported as a Business Services division of FACS from 1 July 2014.

## Financial Performance

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

FACS total income for the year was \$5.315 billion. The vast majority of income was provided via appropriation and grants (\$4.886 billion) by the NSW and Commonwealth Governments and through the provision of goods and services (\$322.0 million).

In 2013–14 we had expenditure of \$5.289 billion in delivering services across NSW and \$150.0 million on capital works. Our largest category of expenditure was in the delivery of our major services and programs including the Disability services, Commonwealth Home and Community Care, State Community Care Services, Community Support, Out-of-Home Care, Prevention and Early Intervention, Statutory Child Protection, Aboriginal Housing, Homelessness services, Social Housing Assistance and Tenancy Management. Many of these programs are delivered by non-government organisations (NGOs) on our behalf. Other items of expenditure included employee-related expenses (\$1.702 billion), other operating costs (\$492.9 million) and depreciation and amortisation (\$79.3 million).

### FACS major expenditure categories

Expenses	2012–13 \$m	2013–14 \$m	2014–15 Budget \$m
Delivery of major programs	2759.2	3014.4	3480.8
Employee-related	1578.0*	1702.4	1527.0
Other operating expenses	480.0	492.9	425.7
Depreciation and amortisation	87.6	79.3	96.2
Capital expenditure on new dwellings and minor works and intangibles	138.1	150.0	260.0

\* Revised to comply with the changes required by adoption of Australian Accounting Standards Board (AASB) Standard 119 – Employee Benefits.

Source: Department of Family and Community Services consolidated financial statements (FACS Annual Report 2013–14 Vol 2: Audited Consolidated Financial Statements).

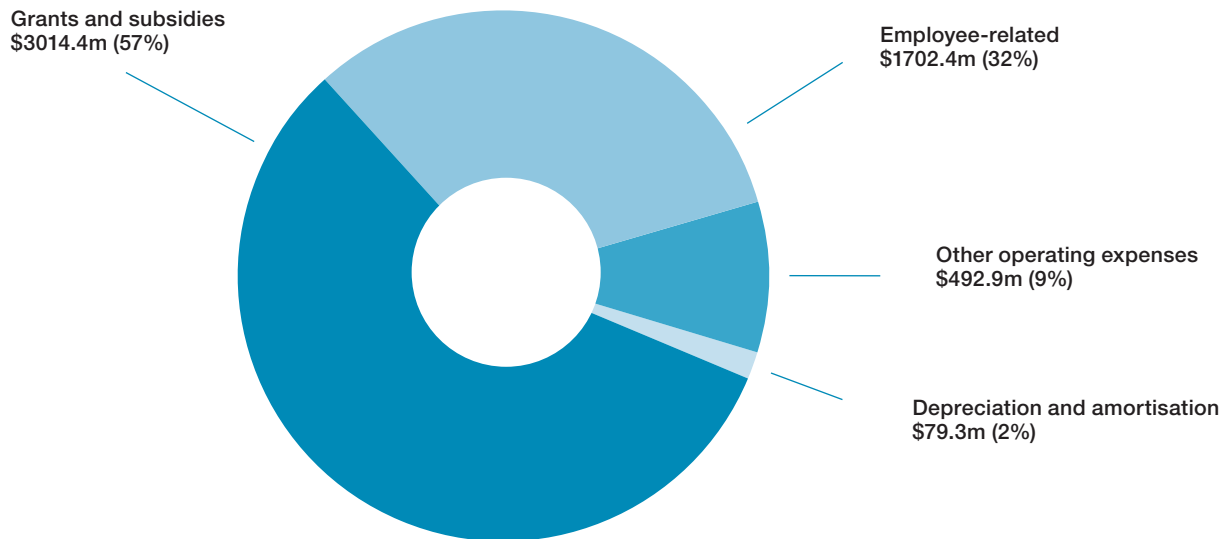
FACS net result for 2013–14 was \$67.7 million compared to a budget of \$110.8 million, a variance of \$43.1 million. This variation is attributed to higher expenditure (\$9.5 million) and revenue (\$77.0 million) partially offset by other gains and losses, mainly attributed to asset revaluation gains (\$43.4 million).

Expenditure was \$9.5 million higher than budget mainly due to employee expenses (\$89.8 million) due to the transfer in of staff from LAHC and higher long service leave expense due to higher actuarial assessments as a result of the reduction in the 10 year bond rate during the year. This was offset by lower grant expenditure (\$85.1 million) primarily due to carrying forward expenses into forward years, reduced level of activity and demand for products and reallocation of grant expenses to employee-related. The lower than budget revenue (\$77.0 million) is mainly due to lower recurrent appropriations (\$85.2 million) and capital appropriations (\$19.1 million) attributed to carrying forward expenditure into forward years. Offsetting this was additional grants and contributions (\$22.2 million) and acceptance by the Crown Entity of employee benefits primarily associated with higher long service leave recoveries from the Crown Entity (\$18.0 million).

## Expenses and Revenue

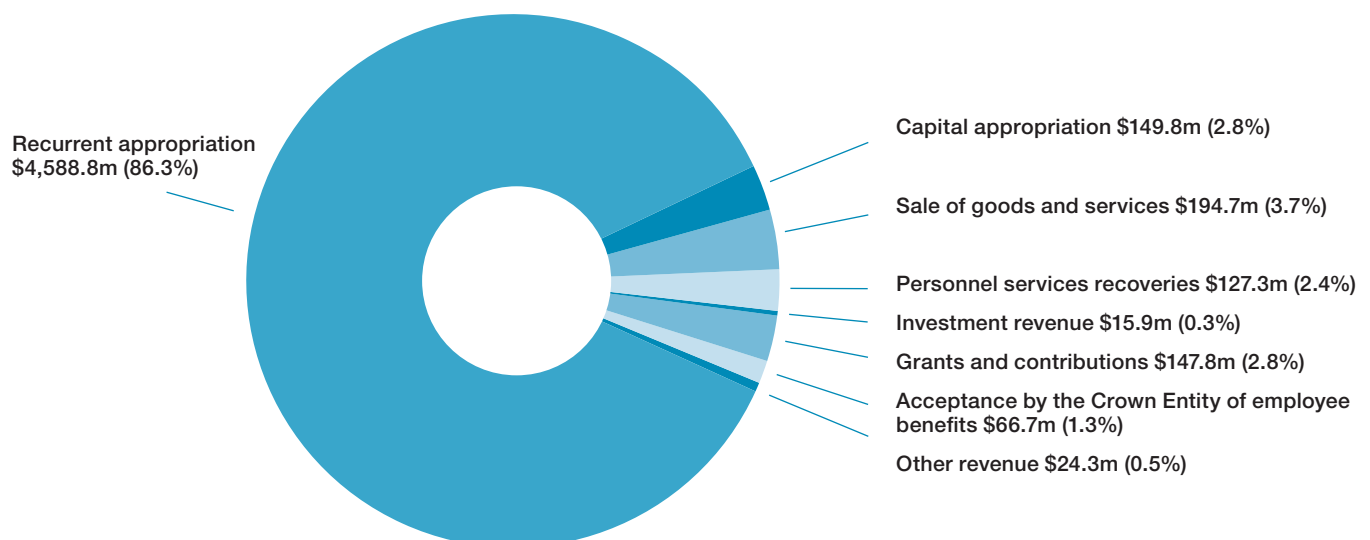
The following charts provide a breakdown of the consolidated departmental expenses and revenue by major categories:

### 2013–14 Department consolidated expenses by major categories



Source: Department of Family and Community Services consolidated financial statements (FACS Annual Report 2013–14 Vol 2: Audited Consolidated Financial Statements).

### 2013–14 Department consolidated revenue by major categories



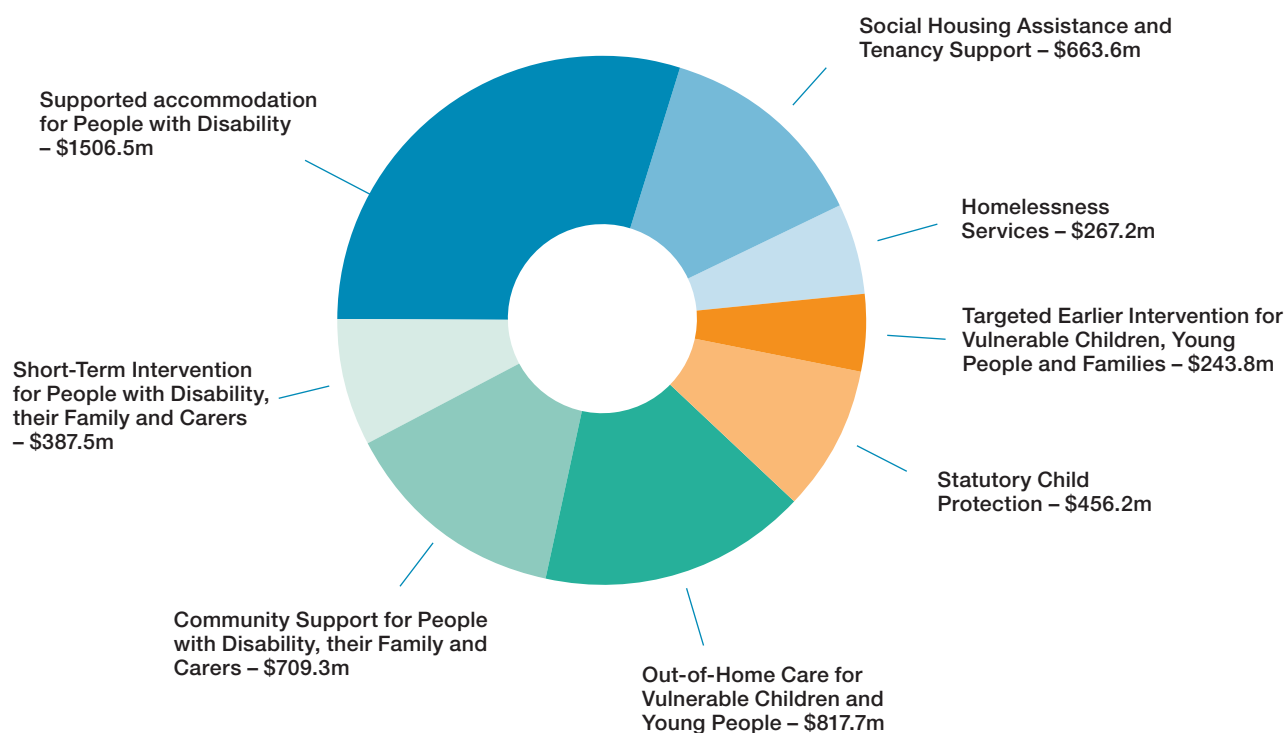
Note: Percentages do not total 100 due to rounding.

Source: Department of Family and Community Services consolidated financial statements (FACS Annual Report 2013–14 Vol 2: Audited Consolidated Financial Statements).

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

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### 2013–14 Department of Family and Community Services financial summary total expenses by service group



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

Source: Department of Family and Community Services consolidated financial statements (FACS Annual Report 2013–14 Vol 2: Audited Consolidated Financial Statements).

## Statutory Bodies

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

### Home Care Service of NSW

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

Total revenue for the year comprised of \$234.4 million, mainly from NSW and Commonwealth Government funding in relation to the *Home and Community Care* program as well as service fees charged to HCS clients based on their ability to pay. Total expenditure for the year was (\$237.3 million) of which the major expenses were employee-related (\$176.5) million, other operating expenses (\$58.8 million) and depreciation (\$2.0 million). The capital program for the year was \$600,000 for minor equipment. Net assets at 30 June 2014 were \$41.1 million.

#### HCS major expenditure categories

Expenses	2012–13 \$m	2013–14 \$m	2014–15 Budget \$m
Employee-related	168.1*	176.5	183.0
Other operating expenses	55.7	58.8	38.8
Depreciation and amortisation	2.5	2.0	1.4
Capital expenditure on minor equipment	0.5	0.6	3.0

\* Revised to comply with the changes required by adoption of AASB Standard 119 *Employee Benefits*.

Source: Department of Family and Community Services consolidated financial statements (FACS Annual Report 2013–14 Vol 2: Audited Consolidated Financial Statements).

### Aboriginal Housing Office (AHO)

AHO is a statutory body that plans and administers the policies, programs and asset base for Aboriginal housing in NSW. The body is a not-for-profit entity. Established under the *Aboriginal Housing Act 1998*, the AHO is a statutory body that provides housing assistance for Aboriginal people, especially for those members of the community most in need.

AHO provides better life outcomes for Aboriginal people by refurbishing houses in remote and non-remote NSW. Its function is two-fold: it delivers social housing to Aboriginal people across NSW, and it develops and delivers initiatives that support the Aboriginal community housing sector.

Total revenue for the year comprised of \$175.5 million, sourced mainly from NSW and Commonwealth Government funding in relation to the *National Affordable Housing Agreement* and the *National Partnership Agreement on Remote Indigenous Housing* as well as rental income generated from its client base. Total expenditure for the year was \$119.7 million of which the major expenses were property repairs, maintenance and utilities (\$42.1 million), grants and subsidies (\$36.4 million) and personnel services (\$14.2 million). The capital program for the year was \$50.1 million for new dwellings for Aboriginal tenants. Net assets at 30 June 2014 were \$1.430 billion.

#### AHO major expenditure categories

Expenses	2012–13 \$m	2013–14 \$m	2014–15 Budget \$m
Property repairs, maintenance and utilities	40.6	42.1	43.0
Grants and subsidies	28.0	36.4	31.9
Personnel service costs	9.1*	14.2	12.2
Other operating expenses	7.8	14.1	14.9
Depreciation and amortisation	12.2	12.9	14.4
Capital expenditure on new dwellings and minor works	31.9	50.1	67.8

\*Revised to comply with the changes required by adoption of AASB Standard 119 *Employee Benefits*.

Source: Aboriginal Housing Office financial statements (FACS Annual Report 2013–14 Vol 2: Audited Consolidated Financial Statements).

## NSW Land and Housing Corporation

LAHC is responsible for the management of the NSW Government's social housing portfolio. LAHC is a Public Trading Enterprise and was established in 2001 under the *Housing Act 2001* to complement Housing NSW and achieve unified administration of the Act. LAHC is a statutory body under the portfolio and direction of the Minister for Family and Community Services.

LAHC owns and manages land, buildings and other assets within the social housing portfolio, which comprises some 130,000 assets valued at approximately \$35.251 billion.

The major sources of funds for LAHC are rental income from tenants and government grants received mainly from FACS. The FACS grants are applied to programs such as head leasing, repairs and maintenance and capital works.

Revenue	2012–13 \$m	2013–14 \$m	2014–15 Budget \$m
Net rent and other tenant charges	767.7	820.5	853.1
Government grants	144.7	167.3	116.4
Interest received	6.3	11.0	4.0
Other revenue	84.5	58.5	21.2
Total revenue	1003.2	1057.3	994.7
<b>Expenses</b>			
Repairs and maintenance	202.7	223.0	284.4
Council and water rates	210.3	217.0	221.5
Personnel services expenses	49.7*	53.4	59.1
Depreciation and amortisation	321.5	326.8	325.7
Grants and subsidies	42.1	487.8	51.8
Other expenses	326.9	332.6	325.6
Total expenses excluding losses	1153.2	1640.6	1268.1
Loss on disposal	45.2	43.6	42.8
(Deficit)/surplus for the year	(195.2)	(626.9)	(316.2)

\* For consistency across agencies the Audit Office requested NSW Land and Housing Corporation as a Public Trading Enterprise to gross up the long service leave and superannuation assumed by the Crown for the current reporting year (2014) and the comparative year (2013).

Source: NSW Land and Housing Corporation financial statements (FACS Annual Report 2013–14 Vol 2: Audited Consolidated Financial Statements).

## Managing financial performance and minimising risk

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

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

In 2013–14 FACS continued to implement consistent program (service group) budgeting across the department. This is a significant reform in budget management, facilitating greater transparency and accountability. FACS has a strong financial management control environment to support effective financial performance and financial risk.



## Part 2 Improving services and lives



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

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## 2.1 Bringing FACS closer to communities

### Localisation reforms

Localisation was the largest FACS organisational reform for 2013 and is part of a broader whole of government move to make government services more responsive to the people we serve.

Fifteen new FACS districts, each led by a district director, were created in September 2013. Localisation streamlines services through a ‘no wrong door’ approach that provides housing, disability, child protection and domestic violence services under the one umbrella.

The new district structure enables more decision-making to take place locally and improves the way we engage with clients and communities in the planning, design and delivery of services. The reforms also facilitate our frontline staff to work in partnership with local non-government and government partners to tailor services to better meet local needs.

The aim of localisation is to create a service delivery system that is:

*Responsive* to the needs of local people and communities so that the services provided make a real difference in people's lives

*Flexible* in service design and decision-making, with better engagement of clients and communities, and easy to understand, navigate and use

*Integrated* with other government and non-government services to ensure that people receive the most appropriate services to best meet their needs and support their goals.

Each district is making progress towards the following medium term localisation outcomes for the first two years of the reform implementation:

**People** – district staff have the capability, capacity and culture to meet the changing roles and responsibilities of an integrated and localised structure, and to provide support and deliver services that are responsive to the needs of individuals, families and communities.

**Practices** – district service planning and development, management, procurement and practice quality assurance arrangements are in place to facilitate and support the aims of localisation.

**Partners** – districts have established effective relationships with government and non-government partners to support services that are tailored to the needs of individuals, families and communities.

### Progress in the first year

In 2013–14 FACS effectively transitioned over 10,000 service delivery staff into the new district structure while maintaining service continuity to clients. This new way of working has resulted in:

- alignment of district boundaries, planning and delivery arrangements with other agencies (in particular the NSW Local Health Districts) resulting in improved outcomes for clients
- the fostering of local partnerships and arrangements that encourage client use of mainstream services
- increased number of shared FACS Service Counters or ‘Hubs’ in some locations
- services planned, designed and delivered locally in line with individual and community need.

# FACS districts



## 2.2 Improving the lives of children and young people

### Our Objectives

FACS is focused on ensuring children and young people are protected from abuse and neglect, and have the best possible lives. We will do this by:

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

### Operational performance overview

In 2013–14 FACS expenditure included:

- \$243.8 million for targeted earlier intervention for vulnerable children, young people and families
- \$456.2 million for statutory child protection
- \$817.7 million for out-of-home care (OOHC) for vulnerable children and young people.

	2011–12	2012–13	2013–14
<b>Early intervention</b>			
Number of families participating in <i>Strengthening Families</i> at 30 June	499	586	393*
Number of families participating in <i>Brighter Futures</i> at 30 June	2521	2579	2726
<b>Child protection</b>			
Number of children and young people involved in at least one child protection/concern report	99,539	103,645	109,583
Number of children and young people concern/child protection reports	228,821	246,173	265,071
Number of children and young people at risk of significant harm (ROSH)	61,308	64,470	73,678
Number of ROSH reports**	99,283	104,817	125,994
Rate of children and young people in ROSH per 1000 population	38.3	39.1	44.1
Number of children and young people involved in ROSH reports who received a face-to-face assessment	16,409	17,981	19,383
Number of ROSH reports with face-to-face assessment completed	25,684	29,403	33,066
Rate of children and young people in ROSH report with face-to-face assessment completed per 1000 population	10.3	10.9	11.6
Percentage of ROSH reports with face-to-face assessment completed	25.9%	28.1%	26.2%

	2011–12	2012–13	2013–14
<b>Out-of-home care (OOHC)</b>			
Number of children and young people in OOHC at 30 June	18,169	18,300	18,950
Rate of children and young people in OOHC per 1000 population	11.3	11.1	11.3
Number of children and young people in statutory OOHC with non-government organisations at 30 June	3174	5028	6662***
Percentage of children and young people in statutory OOHC with NGOs	26.1%	40.7%	50.9%

\* To allow more efficient use of FACS resources, the *Strengthening Families* program is being incorporated into mainstream child protection and will not continue in 2014–15. New referrals were reduced in 2013–14 and the program is now being wound down. The NGO sector is being expanded and some existing *Strengthening Families* clients are being, or have been, transferred to the *Brighter Futures* program for case management.

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

\*\*\* DS/MDS – Corporate Information Warehouse annual data (data at 31 August 2014).

Source: Corporate Information Warehouse.

In 2013–14 there was a 20 percent increase in the number of ROSH reports received compared to 2012–13. FACS is currently reviewing the reasons for this increase, which is likely to be due to a range of complex factors that may include an increased awareness of child protection issues in the community as a result of the Royal Commission into Institutional Responses to Child Sexual Abuse.

While FACS caseworkers are seeing more children, the proportion of face-to-face assessments has declined due to the overall increase in ROSH reports. The number of ROSH reports with face-to-face assessment completed increased from 29,403 in 2012–13 to 33,066 in 2013–14, representing a substantial improvement in our capacity to assess reports. However the percentage of ROSH reports with a completed face-to-face assessment decreased from 28.1 percent in 2012–13 to 26.2 percent in 2013–14.

The number of children in OOHC has increased from 18,300 in 2012–13 to 18,950 in 2013–14, however the rate (per 1000 population) of increase is still low due to the greater focus on early intervention strategies, family preservation and restoration to birth families.

## Highlights

### Child protection reforms

The *Child Protection Legislative Amendment Act 2014* was passed in Parliament on 26 March 2014 and is the first step towards a less legalistic, process driven child protection system. The *Safe Home for Life* reforms to policy and practice will see an investment of \$500.0 million by the government over four years to improve the effectiveness of the child protection system in NSW. The reforms place the need for children and young people to be safe and have a permanent and nurturing safe home for life at the heart of decision-making.

FACS is improving how we work with at risk children and families by expanding the *Practice First* model of child protection to 24 Community Services Centres in 2013–14. *Practice First* increases the time caseworkers spend directly with families and focuses on building genuine and responsive relationships with children, families and other agencies with the aim of reducing the number of children being re-reported at ROSH.

FACS also commenced trialling the placement of a caseworker in five NSW Ministry of Health funded non-government *Family Referral Services* locations. This pilot aims to bring referral and advisory processes closer to communities to assist at-risk children and their families access local support services.



## Early Intervention

In 2013–14 FACS invested \$243.8 million for targeted earlier intervention for vulnerable children, young people and families. Early intervention programs aim to support children and families as early as possible to address factors that place the safety of children at risk, and to prevent them entering OOHC.

FACS also introduced *Youth Hope*, with a specific focus to assess and support families with older children at risk of significant harm through counselling, parenting capacity and life skills programs.

## Out-of-Home Care

FACS continued to progress the transition of statutory OOHC to the NGO sector to better support children in the Minister's parental responsibility and their carers. In 2013–14 the care arrangements of 2061 children and young people in OOHC were transitioned to NGOs, which was 87 percent of the estimated target for the year.

FACS allocated \$1.1 million in 2013–14 for the Fostering NSW carer recruitment and retention campaign. We hosted forums for children and young people, carers and NGO partners to hear about their views and experience so we can improve the support FACS provides.

## Social Benefit Bonds

FACS in conjunction with NSW Treasury, The Benevolent Society and Uniting Care Burnside has implemented two social benefit bonds. The social benefit bonds are an innovative, Australian first, approach to raising private capital to support children and young people in OOHC to be safely restored to their families or to prevent them from entering care. The Uniting Care Burnside Social Benefit Bond has improved supports for parents of children in or at risk of entering OOHC and has delivered a 7.5 percent return to investors in the first year. The Benevolent Society's Resilient Families service commenced in October 2013 and a report will be issued in 2014–15.



## 2.3 Improving social housing assistance and homelessness services

FACS is focused on using social housing to break disadvantage. We will do this by:

- improving the economic and social outcomes of people in social housing and using other forms of housing assistance
- reducing the rate of people experiencing homelessness
- improving the financial position of the social housing portfolio.

### Operational performance overview

In 2013–14 FACS expenditure included:

- \$663.6 million for social housing assistance and tenancy support
- \$267.2 million for homelessness services
- \$119.7 million for Aboriginal housing
- \$1.641 billion for NSW Land and Housing Corporation to manage the NSW Government Social Housing Portfolio.

	2011–12	2012–13	2013–14
People assisted by Specialist Homelessness Services*	52,100	52,000	52,000
Households using temporary accommodation (during the year)	14,069	13,073	13,870
People assisted by <i>Platform 70</i>	38	32	30
Households living in social housing			
Public Housing	111,622	110,059	109,371
Community Housing	25,844	25,973	25,624
Aboriginal Housing	4398	4469	4528
<b>Total</b>	<b>141,864</b>	<b>140,501</b>	<b>139,523</b>
Number of applications received through Housing Pathways	71,058	64,656	66,509
Number of people on the Housing Register at 30 June	55,479	57,451	59,534
Percentage of tenancies allocated to priority approved applicants	53.9%	54.3%	52.0%
Median waiting time (months) for priority approved applicants housed during the year	3.9	4.0	4.1

\* The count for 2011–12 was revised downwards from 53,500 by the Australian Institute of Health and Welfare (AIHW) in December 2013 to adjust for service providers that did not provide client information in 2011–12. The figure for 2013–14 is an estimate. Actual figures will be available from AIHW in December 2014.

In 2013–14 applications for housing assistance received through Housing Pathways grew by 2.8 percent and the number of people on the Housing Register at the end of the financial year also increased by 3.6 percent compared to one year earlier. FACS is committed to finding new ways to increase the availability of social housing.

# Highlights

## Homelessness

In 2013–14 the *Going Home*, *Staying Home* reforms progressed to improve outcomes for people who are homeless or at risk of homelessness. This strategy has a greater focus on prevention and early intervention. The reforms established a new contracting approach, with the development of 149 new specialist homelessness services packages for tender. These packages will assist more than 52,000 people who are experiencing homelessness or are at risk of homelessness.

FACS has developed other strategies and initiatives to improve our performance on reducing homelessness and repeat homelessness in NSW. These include:

- a new housing and support program to help 100 homeless people currently in the inner city to find stable homes in suburban and regional areas
- development of *Link2home*, a \$4.5 million per annum state-wide homelessness information and referral support services hotline
- two new specialist housing companies for young people who are homeless and for women and children escaping domestic violence
- a new program to provide unaccompanied homeless children and young people with help to reconnect with family or transition to independence.

The *Platform 70* project was extended in May 2013 and a further 30 people were housed in 2013–14. The 'housing first' approach enables people who have experienced repeated or extended homelessness to focus on achieving their personal goals in a stable environment.

## Social Housing

In 2013–14 FACS delivered 441 new homes under the capital program for social housing in NSW. A total of \$182.0 million was spent on infrastructure and upgrading properties and \$223.0 million on ensuring our properties were clean, safe and habitable.

FACS introduced a range of initiatives in 2013–14 to make social housing fairer, including a new vacant bedroom charge to free up larger homes for families in need, changing succession-of-tenancy rights, and an amnesty for undeclared income to ensure collection of accurate rents.

## Community Housing

At the end of June 2014, 27,773 properties, including 1570 crisis and transitional properties, were either leased or funded by government to community housing providers for management, or had their ownership transferred to providers by government. Of these, 98 percent are managed by 32 providers, with the largest 10 providers managing 17,500 properties.

The sustainability of the community housing sector has been enhanced by the implementation in NSW of the National Regulatory System for Community Housing, which commenced on 1 January 2014. This national system of registration, monitoring and regulation creates a consistent regulatory environment across all participating jurisdictions to support the growth and development of community housing providers.

Under the National Rental Affordability Scheme, FACS is supporting private and not-for-profit sector organisations to deliver over 6800 new affordable rental homes by the end of 2015–16. In one year (at 30 April 2014) 613 new affordable rental homes were delivered bringing the total number of affordable homes delivered (at 30 April 2014) in NSW under this scheme to 2377.

FACS provides a number of financial and non-financial products and services to assist eligible social housing clients to access and sustain accommodation in the private rental market.

During 2013–14 FACS:

- provided 19,249 households with rental assistance in the private sector
- provided 12,134 households with an interest free loan to assist their payment of a private market rental bond under the *Rentstart Bond Loan Scheme*
- assisted 599 households with complex needs under the *Private Rental Brokerage Service*, including assisting 104 households to establish a new private market tenancy
- assisted 1640 households leaving domestic and family violence with a time-limited private rental subsidy under the *Start Safely* program.

## The Aboriginal Housing Office

FACS is committed to reducing the number of Aboriginal people who are homeless, through continuing to improve housing for Aboriginal people in remote locations. In 2013–14 FACS provided a total of 212 new Aboriginal Housing Office (AHO) homes and refurbished 465 Aboriginal Community Housing Provider houses (backlog and refurbishment) across NSW.

AHO portfolio comprises 5639 properties. AHO grew its housing stock by 212 in 2013–14 comprising:

- 25 homes under the AHO business as usual program
- 52 homes under the *National Partnership Agreement on Remote Indigenous Housing* (NPARIH) *New Supply* program
- 27 homes under the NPARIH *New Supply* supplementary program
- 21 homes under the NPARIH *Employment Related Accommodation* program
- 87 homes transferred from other government agencies.

	2011–12	2012–13	2013–14
<b>Aboriginal Housing Office Properties</b>			
Aboriginal Housing Office properties managed by:			
• Aboriginal community housing providers	237	391	681
• Mainstream community housing providers	107	176	113
<b>Total properties managed by community housing providers</b>	<b>344</b>	<b>567</b>	<b>794</b>
Aboriginal Housing Office vacant blocks of land	84	136	160
Aboriginal Housing Office properties managed by Housing NSW	4810	4724	4685
<b>Total Aboriginal Housing Office properties</b>	<b>5238</b>	<b>5427</b>	<b>5639</b>
<b>Access to safe, affordable and culturally appropriate housing for Aboriginal people</b>			
Percentage of Aboriginal tenants in public housing	9.5%	9.6%	9.7%
Percentage of Aboriginal tenants in mainstream community housing	8.1%	8.9%	9.1%

Source: HOMES data accessed through Enterprise Data Warehouse.

The number of properties managed by Aboriginal community housing providers has significantly increased in 2013–14 as have the total number of properties and the number of Aboriginal people accessing public and community housing.

## Highlights

AHO continued to implement the 10 year *Build and Grow* strategy with Aboriginal communities and Aboriginal community housing providers. The strategy seeks to build the capacity of the housing provider sector to deliver a high standard of property and tenancy management and increase financial viability, sustainability and independence.

Under *Build and Grow* this year:

- 32 approved providers engaged in AHOs capacity building program, which aims to support and grow business to ensure more Aboriginal people are provided housing through the Aboriginal community housing sector
- \$4.7 million in operating subsidies was provided to 13 Aboriginal community housing providers to assist them implement reforms under the *Build and Grow* Aboriginal community housing strategy.

AHO continued to achieve significant milestones with NPARIH, a 10 year agreement between the NSW and Commonwealth Governments investing \$397.0 million to address significant overcrowding, homelessness, poor housing conditions, and severe housing shortages in remote Aboriginal communities. Under NPARIH in 2013–14, NSW:

- delivered 79 new homes in remote and very remote NSW
- upgraded 465 Aboriginal community housing provider owned homes
- acquired 21 *Employment Related Accommodation* properties in regional and outer metropolitan areas in NSW for Aboriginal families and singles from remote NSW to relocate for employment, training and education opportunities
- delivered the *Remote Aboriginal Home Ownership Pilot* in Walgett, Bourke and Coonamble, resulting in 14 loan approvals and 109 loan enquiries.

## NSW Land and Housing Corporation

In 2013–14 NSW Land and Housing Corporation (LAHC):

- invested \$182.0 million for infrastructure and upgrading works
- invested \$223.0 million to ensure clean, safe and habitable properties
- delivered 441 new homes under the capital program for social housing in NSW
- upgraded approximately 60,000 dwellings under the digital TV antenna program.

Comparative performance of LAHC		
LAHC Assets	2012–13	2013–14
LAHC owned assets*	133,259	129,555
Headleased residential properties	2905	2706
Total LAHC owned and leased assets**	136,164	132,261
Property asset value (\$m)	34,088	35,251

\* During the 2013–14 financial year 2721 residential properties were vested (titled transferred) to community housing providers, which are not included in the LAHC owned assets at 30 June 2014.

\*\* Property numbers in the above table only includes properties owned and leased by LAHC to align with financial reporting conventions. Data disclosed in previous years' annual reports included properties vested to community housing providers and community housing properties leased through the private rental market.

The reduction in asset numbers between 2013 and 2014 is primarily associated with vesting of residential properties to the community housing providers, as well as property transfers to the Aboriginal Housing Office, demolitions, sale of residential properties and non-core land offset by completion of residential properties.

## Highlights

The *Housing Affordability Fund* (HAF) is a Commonwealth Government program that helps reduce the cost of new homes for home buyers. HAF grants reduce housing-related infrastructure and planning costs, enabling these savings to be passed onto eligible low-to-moderate income home buyers. Key projects include the first two stages of the Claymore renewal project and the Cowper Street redevelopment at Glebe. In addition, the Bolton Point sales program provides 30 low and moderate income households with the opportunity to purchase affordable homes.

In 2013–14 LAHC:

- delivered 15 accessible group homes to enable residents to live close to their relatives and community service providers, a further 36 group home projects are under construction and 62 projects are currently in the planning phase
- completed the \$3.2 million Rydalmere Community Housing project by replacing three old single storey cottages with six one-bedroom and five two-bedroom units which can accommodate up to 11 families
- completed the Speers Point project by upgrading old bed-sitter buildings to create 32 comfortable units
- completed the \$40.0 million Cobham Remedial Centre construction and upgrade work, delivering new accommodation, school, health centre and associated administration areas.

## Maintaining properties

LAHC is focused on streamlining the delivery of maintenance services. A strategic maintenance review was undertaken to develop a new model that will deliver lower costs and increased tenant satisfaction. The new arrangements are designed to improve the delivery of responsive works and planned works programs.

LAHC also continued to undertake property assessment surveys to assess the condition of its assets to ensure maintenance interventions align with the portfolio strategy. At the end of June 2014 LAHC had completed property assessment surveys on all its properties.

## 2.4 Supporting people with disability to realise their potential

FACS is focused on ensuring that people with disability are supported to realise their potential and are assisted to participate in social and economic life. We will do this by:

- increasing the number of people with disability who make decisions about their supports
- preparing for the full rollout of the National Disability Insurance Scheme (NDIS) by July 2018
- reducing barriers to people with disability participating in daily life.

### Operational performance overview

In 2013–14 FACS expenditure was over \$2.603 billion, comprising:

- over \$709.3 million for community support for people with disability, their family and carers
- over \$387.5 million for short-term interventions for people with disability, their family and carers
- \$1.507 billion for supported accommodation for people with disability.

	2011–12	2012–13	2013–14
<b>Community Support for People with Disability, their Family and Carers</b>			
People in skill development and day programs	13,000	13,000	15,000
People receiving respite services*	67,000	24,000	25,000
People receiving personal assistance*	204,000	33,000	35,000
<b>Short-term Interventions for People with Disability, their Family and Carers</b>			
Families and children receiving support	13,000	14,000	15,000
People accessing Transition to Work	2000	2100	2300
People receiving therapy and interventions*	72,000	35,000	35,000
<b>Supported Accommodation for People with Disability</b>			
People accessing supported accommodation services**	10,120	9900	10,300
Percentage of people accessing non 24/7 supported accommodation	36%	36%	36%
Percentage of people accessing supported accommodation services provided by NGOs	74%	75%	75%
<b>NDIS Hunter Launch Site Statistics</b>			
Total number participants	n/a	n/a	2251
Average support package value	n/a	n/a	\$54,094

\* The decrease in the number of people receiving respite, personal assistance and therapy and intervention services from 2012–13 is due to the Commonwealth assuming funding responsibility from July 2012 for non-Indigenous people 65 years and over and Indigenous people 50 years and over.

\*\* The fall in the number of people accessing supported accommodation between 2011–12 and 2012–13 is due to the exclusion of *Community Living* program services from the count for supported accommodation service from 2012–13 onwards.

Note: Figures are rounded to be consistent with previous practice. Figures less than 10,000 are rounded to the nearest 100 and figures 10,000 or greater are rounded to nearest 1000.

Source: NDIS figures extracted from NDIS Hunter Status Dashboard at 30 June 2014.

In the past financial year there has been a strong increase in the usage of services for people with disability. More people have been able to access support for accommodation, for therapy and interventions, for respite services and for skill development.



# Highlights

## NDIS implementation

NSW was the first state to enter an agreement with the Commonwealth Government for the full implementation of the NDIS – a national system of disability support focused on the needs and choices of people with disability to maximise participation in social and economic life.

The NSW Government will implement NDIS across the state by 2018 and is leading the transition by hosting Australia's largest trial in the Hunter area. The government has committed \$585.0 million towards the cost of the trial, which started in Newcastle on 1 July 2013. By 30 June 2014, 2251 people with disability were participating in the trial and being supported to realise their potential. More than 3100 people in NSW lodged requests for a NDIS package in 2013–14.

## Ready together

Launched in December 2013, *Ready Together* continues *Stronger Together 2* reforms and prepares people with disability and the disability sector for the transition to the NDIS. Key components include:

- delivery of over 47,000 new support places
- introducing new legislation: the *NDIS (NSW Enabling) Act 2013* to support the transition to the NDIS and the *Disability Inclusion Act 2014* to make communities more inclusive and accessible and to provide safeguards and protect the rights of people with disability during implementation and following full transition to the NDIS
- continuing the *Living Life My Way* framework which gives people choice and control over their supports and individualised funding arrangements.

## Building capacity

To help prepare for the NDIS, FACS is delivering a range of capacity building projects to strengthen the disability sector's ability to meet increasing client expectations and to build the confidence and knowledge of people with disability and their family to take full advantage of the choice of services and supports. These include:

- \$5.0 million investment in the *My Choice Matters NSW Consumer Development Fund* (now extended to continue into a third year to 30 June 2015) to assist people with disability to get the most out of self-directed supports and individualised budgets
- \$17.0 million investment in the *Industry Development Fund* to develop more capable and responsive disability service providers
- linking people to their local community, mainstream and disability services through the *Ability Links* program.

## Supporting independence and inclusion

In 2013–14 FACS increased opportunities for people to exercise choice and control over the way their disability supports are delivered by expanding access to self-directed supports in existing programs and introducing individualised funding arrangements, including:

- 113 *Supported Living Fund* packages – a new type of individualised accommodation support
- 29 *Individual Accommodation Support Packages* for people with higher support needs.

The NSW *Community Care Supports* program provides a range of services to support people aged under 65 years, or 50 years for Aboriginal and/or Torres Strait Islanders, who have permanent functional disability who live in the community and require support to remain living at home. Their carers are also eligible for services. Funding in 2013–14 was \$212.6 million with support provided to around 52,000 people.

## Home Care Service of NSW

The Home Care Service of NSW (HCS) provides support in the home to people with a functional disability and frail, older people who require assistance to remain living independently in their own homes. HCS invested more than \$237.0 million in 2013–14 to deliver an estimated 3.18 million hours of service to an estimated 51,800 people.

Aboriginal Home Care is a specialised business stream within the HCS entity established to provide culturally appropriate services to Aboriginal people and their families in NSW with Aboriginal staff and management. The Aboriginal Home Care service invested \$24.2 million in 2013–14 to deliver an estimated 384,154 hours of service to an estimated 2663 people.

## 2.5 Engaging seniors to participate fully in community life

FACS is focused on ensuring seniors are assisted to participate in social and economic life. We will do this by assisting seniors to be healthy and active as they age.

### Operational performance overview

In 2013–14 FACS expenditure included:

- \$5.0 million to implement the *NSW Ageing Strategy* through the *Ageing Grants* program
- \$600,000 to expand the NSW Elder Abuse Helpline and related elder abuse prevention activities
- \$500,000 for continuation of the *Tech Savvy Seniors* program
- \$211,000 for community education to assist people in their middle years (45–64).

	2011–12	2012–13	2013–14
<i>Tech Savvy Seniors</i> participants	n/a	8300*	12,000
Seniors Card holders	1.2 m	1.26 m	1.35 m
NSW Elder Abuse Hotline	n/a	285**	1047

\* The joint program with Telstra was launched in January 2013 and data is from January to June 2013.

\*\* The Hotline commenced February 2013.

### Highlights

#### NSW Ageing Strategy

Through implementation of the *NSW Ageing Strategy*, the government is continuing to recognise and remove barriers and increase opportunities for seniors to fully participate in the community. Actions under the strategy are progressing well and in 2013–14 included the following initiatives:

- *Get it in Black and White* – an education and awareness program in collaboration with the NSW Trustee and Guardian that encourages people to get their legal affairs in order. FACS provided \$530,000 to the campaign which includes tailored messages for multicultural communities.
- *Securing your Future* – FACS committed \$113,000 to assist people aged 45–64 years to plan ahead for their later life including their health, employment, finances and future accommodation needs. Work has started on an ongoing education strategy to create long term behaviour change that leads individuals to be more forward thinking when planning their lives.
- *Tech Savvy Seniors* – a training program provided to 12,000 people over the age of 60 who have not had the chance to learn how to use computers, tablets or smartphones. The program also promotes social connections and engagement with family, friends and communities.
- *NSW Elder Abuse Helpline* – FACS committed \$600,000 to expand the freecall service and related elder abuse prevention activities. The next phase in the expansion of the service is underway and includes the creation of additional awareness strategies and resources, development of a website and data collection enhancements to improve trend identification and inform policy making.

## Mature age employment

This year FACS contributed \$30,000 to a Commonwealth and NSW Government taskforce on productive ageing that aims to keep people over 45 years old engaged in the workforce by tackling preventable diseases that impede workforce participation. FACS also contributed over \$26,000 to a regional analysis of employment for people aged over 45 years in regional areas of NSW.

## Seniors card

FACS continues to support and develop the NSW *Seniors Card* which helps over 1.3 million seniors to live an active and healthy lifestyle. In March 2014 a mobile application was launched to make it easier for seniors to access the card and make better use of the benefits.

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## 2.6 Reducing domestic and family violence

FACS is focused on ensuring people experiencing domestic and family violence, or at risk of it, are safer. We will do this by:

- improving the response to domestic and family violence
- increasing the availability of early intervention and tailored support to meet individual needs.

### Operational performance overview

In 2013–14 FACS:

- continued to rollout the \$9.8 million *Domestic and Family Violence Funding* program
- provided \$3.9 million in grants through the *Staying Home Leaving Violence* program
- invested \$3.2 million in the *Integrated Domestic and Family Violence Services* program.

### Highlights

#### Domestic and family violence reforms

The NSW Government's *It Stops Here: Standing together to end domestic and family violence* is a whole of government effort focused on prevention, a stronger criminal justice response, new approaches to supporting victims, and building the capacity of the workforce. The reforms are set to improve the way government agencies and non-government organisations respond to and prevent domestic and family violence by creating an integrated state-wide system to better support victims while holding perpetrators accountable and reducing re-offending.

To support the implementation of *It Stops Here*, in 2013–14 FACS continued to rollout the \$9.8 million *Domestic and Family Violence Funding* program to better target high-need areas to assist women and children experiencing domestic violence. The program focuses on four key funding streams: effective prevention and early intervention, men's behaviour change, investing in sector capacity, and building a stronger evidence base. Key achievements this year included:

- three violence prevention studies to provide vital evidence on the best ways to prevent and respond to domestic and family violence
- establishing the *Men's Referral Service* and the *Men's Behaviour Change Network* to prevent and minimise the harm of domestic and family violence by supporting men to change their attitudes and behaviour
- a grants program for eligible Local Domestic and Family Violence Committees to support local community initiatives and events to raise community awareness
- providing funding to Australia's National Research Organisation for Women's Safety to build the evidence base on violence against women to inform policy development and best practice in service delivery.

The *Going Home Staying Home* reforms of specialist homelessness services have a strong focus on domestic and family violence to prevent and reduce the homelessness that it often causes. The new specialist homelessness services will help approximately 400 more women across the state in 2014–15 (an increase of more than three percent) and over 2000 more families (an increase of more than 13 percent), the majority of whom are women and their children.

## Support services

FACS takes a multi-agency approach to working with the victims and perpetrators of domestic and family violence through a range of programs including:

- *Staying Home Leaving Violence* program which continued to provide intensive support to 4500 women and children escaping domestic violence to remain safely in their homes, with \$3.9 million in grants in 2013–14
- *Start Safely* program which provides stable, private rental housing to eligible people who have experienced domestic or family violence. This year the program was extended to male victims on a trial basis. Take up of the subsidy during the trial period was low
- *Integrated Domestic and Family Violence Services* program which supported 17,547 adults and child victims in 2013–14 at a cost of \$3.2 million.

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## 2.7 Increasing women's economic opportunities and participation

FACS is focused on ensuring women are assisted to participate in social and economic life. We will do this by:

- increasing the proportion of women on boards
- increasing the number of women in non-traditional trades.

### Operational performance overview

In 2013–14 FACS committed \$200,000 for *Investing in Women*, a program that supports women and girls to enter and remain in non-traditional trades.

### Highlights

#### Women in trades

The number of women in trades other than hairdressing and hospitality is extremely low. Currently, fewer than two percent of workers in the Australian construction, automotive and electrical industries are women.

Through the *Investing in Women* program, grants of up to \$25,000 each were available in 2013–14 for projects leading to economic empowerment of women through training and employment in trades with 25 percent or less participation by women. Projects focused on offering practical solutions to benefit girls and women that could become self-sustaining beyond the life of the funding.

The *Women in Trades Construction Industry Roundtable*, held in April 2014, brought together around 60 employers, industry and government representatives to stimulate discussion and trigger strategies to increase the representation of women. Central to the event was the launching of the Women in Trades Industry Pledge, calling for businesses and industry organisations to commit to actions to support and increase the number of women training and working in non-traditional trades. Twenty pledges were signed by business and industry organisations and co-signed by the Deputy Premier and the Minister for Women. FACS is continuing to work with pledge signatories in developing and implementing actions.

The new *Tools for Success* project provides financial assistance to women living in social housing to undertake traineeships and apprenticeships in non-traditional trades. The project aims to break the cycles of disadvantage and help women gain financial security. Scholarships of up to \$5000 are available, with priority given to women living in social housing estates.

#### Economic opportunities for women

The NSW Council for Women's Economic Opportunity plays a key role in identifying solutions to increase the number of women working in well paid sectors of the workforce, particularly in trades. In 2013–14 it continued a program of industry engagement with significant employers of tradespeople, including Council meetings hosted by the Master Builders Association of NSW.

FACS also recognises the need to improve the overall level of representation of women on NSW Government boards and committees, which has remained relatively unchanged for over a decade, with women holding only 39 percent of NSW Government board and committee positions at June 2014. FACS continues to consult with the Department of Premier and Cabinet and the NSW Public Service Commission to develop strategies that will meet the NSW Government's commitment to increase the proportion of women on its boards and committees.

## Status of women report

In 2013–14 FACS worked towards the release of the *Women in NSW* report. The report examines the status of NSW women using 90 indicators in the five key areas of health, education, work and financial security, leadership, and safety and justice. The report explores key trends, and tracks progress in gender equality over time providing the evidence needed to develop policy and programs that will make a difference to women's lives.

The report is available at: [http://www.women.nsw.gov.au/publications/women\\_in\\_nsw\\_reports](http://www.women.nsw.gov.au/publications/women_in_nsw_reports)

## Women of the Year

The recipients of the 2014 Women of the Year awards were:

- Ms Turia Pitt, a mining engineer and burns survivor, who is now an inspirational guest-speaker (Premier's Award for Woman of the Year)
- Ms Lakshmi Logathassan, a law student who develops and implements projects that provide access to education and promote equality (Harvey Norman Young Woman of the Year award)
- Ms Faten El Dana OAM, president of the Muslim Women's Welfare of Australia and an ambassador for migrant women (A.H. Beard's Community Hero Award).



## Part 3 Appendices



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## 3.1 Multicultural policies and plans

FACS implements a range of initiatives and programs to support the culturally, linguistically and religiously diverse community we serve through the *Multicultural Policies and Services* program.

We promote the principles of multiculturalism as defined in the *NSW Principles of Multiculturalism* through a range of strategies as detailed below.

### Key achievements 2013–14

- FACS commenced work on a department-wide *Cultural Diversity Strategic Framework*, which was endorsed by the FACS Board at the end of June 2014. All FACS divisions contributed to the development of the framework, which is being led by Ageing, Disability and Home Care (ADHC) and is built upon four core strategic priorities:
  - integrating cultural and linguistic diversity into planning, monitoring, reporting and evaluation
  - building organisational capabilities to work with a culturally and linguistically diverse (CALD) community (both internally and externally)
  - providing culturally and linguistically responsive services and programs
  - building the capacity of individuals, families and community to improve outcomes for people from CALD backgrounds.
- A *Cultural Competency Scoping* project identifying the strengths and needs of the disability sector in catering to diversity was completed and will inform the development of the sector-based *Cultural Competency Framework*.
- The state-wide *Diversity in Disability* project began its task of building workforce capacity to deliver truly person centred services in readiness for the National Disability Insurance Scheme (NDIS) with the establishment of an Advisory Committee and a best practice evidence base.
- The *Language and Accessibility* project focused on delivering more culturally competent disability services beginning with improving CALD recruitment strategies in the non-government organisation (NGO) disability sector by including more languages on the *Carecareers* website.
- The *Getting Prepared* project funded Ethnic Child Care, Family and Community Services to engage with people with disability and their families in new and emerging CALD communities in NSW to build their capacity for transition to NDIS.
- The *Getting the Right Help* DVD (developed by the Bankstown Area Multicultural Network with FACS funding) assisted individuals and families from CALD backgrounds in accessing the right services to meet their individual needs.
- An independent evaluation of *Valuing and managing diversity: Cultural Diversity Strategic Framework 2010-2013* (which applied to ADHC prior to whole of department reforms to FACS) recognised favourable outcomes from across all sections of the framework, particularly in relation to the integration of 'cultural and linguistic diversity into planning, monitoring, reporting and evaluation'. These findings have informed whole of FACS strategic planning regarding the integration of cultural diversity planning, localisation reforms and transition to the NDIS.
- *Going Home Staying Home* reforms integrated the needs of local CALD communities into planning processes and designed new services to improve equity of access for people from CALD backgrounds and provide targeted service responses – for example the Canterbury Bankstown Multicultural Family Homelessness Support Service funded at \$1.9 million.
- The *Specialist Homelessness Services* supported CALD people who are homeless or at risk of homelessness, including migrants, refugees or asylum seekers, through provision of interpreting services, assistance with immigration services and assistance to access culturally specific services and to connect culturally.
- FACS continued its strong focus on using language services by utilising translating and interpreting services (via telephone and face-to-face) and publishing client resource material (both online and in print) into community languages.
- A CALD Customer Service Benchmarking assessment framework was developed to measure and improve levels of customer service to CALD clients.

- FACS was represented on the NSW Government Immigration and Settlement Planning Committee to address settlement planning for humanitarian and non-humanitarian entrants in NSW, which includes housing issues.
- A FACS funded symposium on *Supporting Migrant and Refugee Families* focused on sharing of effective practices, models and approaches for supporting recently arrived families was attended by 250 non-government and government practitioners and managers. Recommendations for action are to be made available in a symposium report.
- Information sessions were delivered for refugee and migrant communities: FACS held 23 *Multicultural Information* sessions on child protection and effective parenting practices in Australia and also funded *Settlement Services International* to deliver training on child wellbeing and parents' rights and responsibilities to 450 recently arrived families as well as training on *Child Protection and Mandatory Reporting* to 211 migrant and refugee service workers.
- The findings of the *Multicultural Caseworker* program review were implemented to maximise client outcomes and fill vacancies within the program including the provision of 60 identified multicultural caseworker positions.
- The *African Sessional Workers* program engaged 18 African sessional workers to provide cultural and language support for FACS Community Services caseworkers and NGOs, provided for 52 cases involving African families, and delivered 10 information sessions on effective parenting practices.
- The first NSW NGO *Multicultural Foster Care* service commenced in response to the need for foster carers for children from CALD backgrounds with the transfer of cases of 50 children of mainly Vietnamese and African backgrounds to families of the same or similar cultures.

## Aboriginal Housing Office

The Aboriginal Housing Office (AHO) adheres to the *Housing NSW Multicultural Framework 2009-2014* and will adhere to the new FACS-wide *Cultural Diversity Strategic Framework* upon its commencement. AHO primarily focuses on employing and providing culturally appropriate housing services to Aboriginal people.

## Home Care Service of NSW

The Home Care Service of NSW adheres to the *Valuing and managing diversity: Cultural Diversity Strategic Framework 2010-2013* (which applied to ADHC prior to whole of department reforms to FACS) and will adhere to the new FACS-wide *Cultural Diversity Strategic Framework* upon its commencement.

## NSW Land and Housing Corporation

Following transfer to FACS on 2 August 2013, NSW Land and Housing Corporation has aligned its multicultural policies and services program plan to FACS and will adhere to the new FACS-wide *Cultural Diversity Strategic Framework* upon its commencement.

In 2013–14 there were no agreements entered into with the Community Relations Commission under the *Community Relations Commission and Principles of Multiculturalism Act 2000* and no multicultural policies and service plans from bodies reporting to the department/statutory body.

## Key multicultural strategies proposed for 2014–15

- Coordinating cultural diversity planning, reporting and services across FACS through the FACS *Cultural Diversity Strategic Framework* and implementation plan.
- Re-establishment of cultural diversity governance and advisory structures both centrally and locally within the localised FACS structure.
- Review and streamlining of the Community Language Allowance Scheme (CLAS), a system where approved employees are paid an allowance to use their skills in a language other than English to communicate with clients who require on-the-spot assistance. The review will consider processes for reporting activity and assessing CLAS nominations on the basis of district demographics and needs.
- Continued development and implementation of strategies to build the capacity of the NGO sector to provide better outcomes for people from culturally diverse backgrounds.
- The *Market Development Fund* will continue to assist multicultural organisations to build their capacity to engage productively in the transition to the NDIS service system.
- Continuation of *Diversity in Disability* project initiatives such as community/sector consultation to develop the *Cultural Competency Framework* which will focus on building capacity and identifying core competencies for staff, developing tools and processes in response to staff and client needs and promoting the framework through a state-wide conference and sharing best practice findings.
- Continuation of *Language and Accessibility* project initiatives such as improving communication and language services, CALD accessibility of web-based resources for non-government disability service providers, interpreter training in disability awareness and accrediting interpreters in emerging languages and linking with existing National Disability Services, Industry Development Fund and ADHC projects to build sector capacity to use language services effectively.
- *Mary Dimech Multicultural Awards* recognising excellent multicultural practice by staff, extending coverage to all FACS service areas and staff.
- Completing transition of interpreter services for FACS funded agencies to program based funding, for agencies to directly purchase interpreter services.
- Delivering training to FACS funded agencies on culturally reflective practice and practice with culturally diverse clients, through Learning and Development directorate and NGO training bodies.
- Providing cultural consultations for caseworkers with multicultural clients through multicultural caseworkers with specific language and cultural skills.
- Planning for cultural maintenance and development of children in out-of-home care, through the Community Services *Care Plan* template.
- Delivering information sessions on child protection and other FACS services to recently arrived refugee and migrant communities.

## 3.2 Consultants

### FACS (Department) expenditure on consultancies for 2013–14

#### Consultancies over \$50,000

Finance and accounting			
Cluster Entity	Consultant	Project	Amount (\$) incl. GST
FACS (Department)	KPMG Australia	Service Improvement Report Aboriginal Home Care Services	\$238,359
	Ernst & Young	Ageing, Disability and Home Care Program Management Advice	\$148,500
Aboriginal Housing Office	Nil		
Home Care Service of NSW	Nil		
NSW Land and Housing Corporation	Nil		

Management Services			
Cluster Entity	Consultant	Project	Amount (\$) incl. GST
FACS (Department)	Deloitte Touche Tohmatsu	Metro Residences Funding Model Redevelopment Advice	\$136,162
		Analysis of National Partnership Agreement on Homelessness projects	\$157,044
	Ernst & Young	Child Protection Caseload Review	\$288,200
		Independent Review of Housing Provider (City West)	\$110,000
Aboriginal Housing Office	Dr David Paul	Advice in the areas of leadership, change management, and complex politics	\$104,225
	McLachlan Lister Pty Ltd	Aboriginal Housing Office subsidies review and refurbishment program review	\$174,272
Home Care Service of NSW	Nil		
NSW Land and Housing Corporation	Nil		

#### Consultancies under \$50,000

Cluster Entity	Category	Number of consultancies	Amount (\$) incl. GST
FACS (Department)	Management Services	2	\$27,542
Aboriginal Housing Office	Management Services	1	\$39,143
Home Care Service of NSW	Nil		
NSW Land and Housing Corporation	Management Services	3	\$80,151



## 3.3 Consumer response

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

### Aboriginal Housing Office

Number of complaints by subject of feedback 2013–14	Number
Service quality/delivery	0
Behaviour of staff	0
Service access/processes/procedures	14
Other complaints	25
<b>Total complaints</b>	<b>39</b>

The Aboriginal Housing Information Service (AHIS) provides information, referrals and advice to Aboriginal people about housing options and issues. It also ensures that referrals are made to appropriate agencies. AHIS enables people to more effectively identify the housing services that best suit their needs.

In the 2013–14 financial year AHIS staff answered over 841 inquiries from Aboriginal people on areas such as tenancy, housing, confirmation of Aboriginality, property maintenance, the Consumer Tenancy and Trader Tribunal (now the NSW Civil and Administrative Tribunal) and Commonwealth Rent Assistance.

### Community Services

The Enquiries, Feedback and Complaints Unit (EFCU) provide a centralised intake and referral point for complaints about Community Services from across NSW.

Community Services aims to resolve complaints within 20 working days, however if the issue is complex it may take longer. The Unit allows clients to identify areas that need improvement and provide opportunities to increase public knowledge of the division.

During 2013–14 EFCU received a total of 8391 contacts, which is a 15 percent decrease compared to 2012–13. Approximately 8.6 percent, or 725 of these contacts, resulted in formal complaints which were referred to districts/business areas for resolution, which is a 47 percent reduction compared to last year. The remaining 91.6 percent (7666) of contacts were resolved and managed by complaints officers.

Number of complaints by subject of feedback 2013–14	Number
Communication	233
Service quality/delivery	164
Behaviour of staff	141
Service access/processes/procedures	174
Other complaints	13
<b>Total complaints</b>	<b>725</b>

The increased experience of complaints officers and an increased focus on liaison between Community Services Centres and clients at first contact have resulted in a decreased need to forward complaints to the districts.

In 2013–14 the majority of complainants were parents and most complaints (38 percent) were finalised within 11–20 days.

## Ageing, Disability and Home Care

In 2013–14, 368 complaints were recorded in Ageing, Disability and Home Care's (ADHC) Client Information system, compared to 638 complaints in 2012–13. However, comparisons between the years are difficult as ADHC is in the process of refining how complaints are recorded, categorised and resolved. While this re-categorisation continues, the actual number of complaints recorded in 2013–14 is considered to be understated.

The majority of complaints in 2013–14 were related to service quality and delivery. Complaints were managed at a local level, using the ADHC feedback and complaint principles and guidelines. In responding to complaints, ADHC's first concern is to address immediate safety and support issues for its clients.

Number of complaints by subject of feedback 2013–14	Number
Service quality/delivery	254
Behaviour of staff	98
Service access/processes/procedures	12
Other complaints	4
<b>Total complaints</b>	<b>368</b>

## Home Care Service of NSW

The majority of complaints relate to quality/performance or attitude of individual staff. Most complaints are resolved at a local branch/district level.

Number of complaints by subject of feedback 2013–14	Number
Service quality/delivery	214
Behaviour of staff	71
Service access/processes/procedures	7
Other complaints	3
<b>Total complaints</b>	<b>295</b>

## Housing NSW and the NSW Land and Housing Corporation

An upgrade to the Feedback Management System occurred in December 2013. Changes during the upgrade include removal of General Enquiry & Contractor Feedback type and the addition of Service Request/Referral type.

During 2013–14, the Client Feedback unit at Housing NSW managed collection of consumer response data for the NSW Land and Housing Corporation (LAHC). The information collected is valuable in assisting LAHC to improve its service delivery.

Number of complaints by subject of feedback 2013–14	Number
Service quality/delivery	853
Behaviour of staff	750
Service access/processes/procedures	3417
Other complaints	1109
<b>Total complaints</b>	<b>6129</b>

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## 3.4 Disability Action Plan

### FACS (Cluster)

The *Disability Service Act 1993* obliges all NSW State Government departments to have a publicly available Disability Action Plan (DAP). FACS undertakes disability action planning across the whole FACS cluster. This includes the Aboriginal Housing Office (AHO), the Home Care Service of NSW and the NSW Land and Housing Corporation.

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

This year FACS has:

- ensured that information was available through other government and non-government agencies for carers, children, young adults and the people we serve
- planned to improve its collection of disability information about children in out-of-home care through the use of mandatory fields in a new system and has already started to run reports on the disability information of children in out-of-home care
- used Community Language Assistance and Auslan interpreters to assist staff with simple communication with clients who are hearing impaired or do not understand English well
- provided ways for clients with speech or hearing difficulties to access the National Relay Service when discussing their concerns (TTY: 133 677, Speak and Listen users phone 1300 555 727)
- held public forums and committee meetings in locations with disability access
- provided appropriate adjustments for staff with disabilities including special facilities or modified equipment
- considered the needs of people with disability when developing AHO capital works programs (both through new supply and maintenance) and with the housing management providers to address the issues of tenants with disability
- worked with the community housing sector and the Aboriginal community housing sector to ensure community housing providers give housing assistance to people most in need, including people with disabilities
- provided culturally appropriate tenancy advice and advocacy for Aboriginal people, including those with disability, through the Aboriginal Housing Information Service, which also records in writing matters verbally raised by tenants with disability and forwards onto the relevant agency for resolution
- developed a NSW Government agency guide for effective communication for people with a sensory disability
- widely distributed information about its services and products including through NSW Government Service Centres
- ensured that service delivery channels continue to meet the needs and capacities of people with disability
- continued to improve the provision of accessible and adaptable social housing to people with disability by giving consideration to providing an extra bedroom for accommodating live-in carers for public housing tenants with significant disabilities, implementing exemptions to the income eligibility rule when a public housing applicant requires a live-in carer, implementing exemptions relating to the income eligibility for public housing, and considering location needs when assessing applications for housing assistance
- used the *Tenant Participation Resource Services* program guidelines which require that the needs and priorities of social housing tenants (including tenants with disability) are identified and considered in planning and service delivery
- worked with Disability Australia in the FACS Housing NSW NGO Housing Partners Reference Group
- worked with a range of housing providers to develop innovative approaches to housing for people with disabilities including funding the Sutherland Shire Disability Accommodation Action Group demonstration project which will provide 18 individuals with accommodation



- used design standards for new houses that promote the Liveable Housing Design guidelines which accommodate future modifications for tenants with disability
- spent \$7.225 million to modify 2292 dwellings to meet the needs of tenants and approved applicants with specific needs
- used the *Private Rental Subsidy* program to provide subsidised rent assistance to people with disability in order for them to access private rental accommodation whilst awaiting offers of suitable social housing.

In August 2014 the *Disability Inclusion Act* was passed by NSW Parliament. The Act recognises the human rights of people with disability and helps people move to the new funding arrangements under the National Disability Insurance Scheme.

The Act will also require government departments and local councils to engage in disability inclusion action planning. This will be a new way of planning that will ensure that people with disability are able to engage with their communities to the fullest. The Disability Inclusion Action Planning guidelines are being developed with an anticipated release date of early 2015. The guidelines will help NSW Government agencies and local government to prepare Disability Inclusion Action Plans that align with the Act.

FACS is looking towards creating a new Disability Inclusion Action Plan whilst still undertaking the actions that FACS has responsibility for under the *Council of Australian Governments 2010–2020 National Disability Strategy*.

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## 3.5 Environmental sustainability

FACS is dedicated to using environmentally sustainable options in its operations and is focused on reducing waste. FACS is guided in this area by the Government Resource Efficiency Policy.

### FACS (Department) and Home Care Service of NSW

#### Waste avoidance and minimisation

To minimise and avoid waste FACS:

- uses electronic procurement systems that reduce paper wastage
- purchases whitegoods using a Minimum Energy Performance Standards rating system
- uses electronic invoicing for electricity suppliers
- uses environmentally friendly products including copy paper, general office supplies, janitorial products, kitchen and canteen products, toner and inkjet cartridges
- has requirements for a minimum four star green rating on the buildings bought within the capital program
- uses sustainable housing features such as insulation, solar orientation, external shading, efficient lighting, use of natural light and ventilation, and solar power
- uses hybrid vehicles which exceed government targets
- uses ethanol blended fuel (E10) at a rate exceeding the whole of government average
- minimises energy use, improves sustainable procurement, reduces waste and implements recycling initiatives through Community Services Sustainability Strategic Plan
- manages waste in line with State Government Contract and legislative requirements
- identifies ways to reduce electricity and water consumption particularly in larger offices
- monitors printer allocations
- purchases 6 percent green power
- reduces staff travel by encouraging the use of videoconferencing
- reviews energy and water data with suppliers to use these resources more efficiently
- completes NABERS (National Australian Built Environment Rating System) ratings - a national rating system that measures the environmental performance of Australian buildings - at all relevant offices
- has achieved a 4.5 star energy and water rating on new and refurbished offices within 18 months of occupation
- reduces office paper consumption by using electronic document management systems
- uses improved technology to minimise waste of paper and utilities through the *Housing Connect* program
- provides information on sustainability improvements in social housing via the Housing NSW web page 'Environmental Sustainability at Home' [www.housing.nsw.gov.au/Living+in+Public+Housing/Environmental+Sustainability+at+Home/](http://www.housing.nsw.gov.au/Living+in+Public+Housing/Environmental+Sustainability+at+Home/)
- encourages staff to use emails in favour of paper communication and asks staff to 'consider before printing'.

#### Waste reuse and recycling

As part of its waste reuse and recycling initiatives FACS:

- minimises waste and maximises reuse and recycling by segregating divertible material as much as possible
- recycles printer cartridges
- includes sustainable furniture and fittings in new and refurbished offices, including sensor lighting, use of blinds and energy efficient lighting and air conditioning systems
- implements systems for mobile phones and electronic media disposal
- promotes staff awareness of internal waste and recycling systems through consistent signage

- partners with local councils and social housing residents to improve resource recovery and prevent illegal dumping through improved waste and recycling facilities and education.

#### **Purchase of recycled-content materials**

Under this initiative FACS:

- implements a procurement savings plan
- reviews the purchase of copy paper and implements strategies to reduce expenditure and consumption by 30 percent
- continues to provide input to the sustainability planning progress reports and to work with other FACS divisions to ensure sustainability planning commitments are achieved
- purchases all copy paper with recycled content, this exceeds the 85 percent NSW Government target
- standardises the use of environmentally accredited paper stock in branding and publishing guidelines
- implements environmental programs that support sustainable communities and assist tenants to reduce their energy and water bills
- implements the *Home Power Savings* program, a partnership with the Office of Environment and Heritage
- distributes environmental booklets for social housing tenants in community languages.

## Aboriginal Housing Office

#### **Waste avoidance and minimisation**

The Aboriginal Housing Office (AHO) continues to promote a waste reduction ideology that has been in place for a number of years, through the reuse and recycling of resources.

AHO employs office resource vendors that use recycled content in their merchandise (paper, cardboard and toner cartridges).

#### **Waste reuse and recycling**

AHO recycles all toner cartridges through the 'Close the Loop' initiative and has redirected 100 percent of its used toner cartridges from landfill. AHO procures items manufactured with recycled toner cartridges such as rulers and pens.

#### **Purchase of recycled-content materials**

AHO procures copy paper with from 50 percent recycled content to 90 percent recycled content.

The recycling content generated from the commingle bins is on a steady increase thanks to AHO promoting staff use.

AHO also uses local not for profit organisations for reuse and recycling of office resources particularly in regional areas where appropriate.

## NSW Land and Housing Corporation

NSW Land and Housing Corporation (LAHC) is committed to minimising waste generation through recycling and resource efficiency.

LAHC continues to drive sustainability initiatives across the organisation through its *Environmental Sustainability Strategy*, which includes the following actions:

- implementing programs to reduce waste generation and increase recycling rates for office buildings
- supporting contractors to reduce resource use, prevent and avoid waste, increase resource recovery and use secondary materials
- incorporating environmental sustainability principles and requirements into procurement of services, new supply and disposal of assets
- promoting green procurement through LAHC purchasing power, and help suppliers and contractors to improve environmental standards for products.

## 3.6 Workforce diversity

### FACS (Cluster)

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

Trends in the representation of workforce diversity groups*				
EEO group	Benchmark/ target %	2012 %	2013 %	2014 %
Women	50	76.1	76.2	76.3
Aboriginal and Torres Strait Islander people	2.6	4.3	4.3	4.5
People whose first language spoken as a child was not English	19.0	9.3	9.1	9.5
People with disabilities	n/a	2.6	2.5	2.6
People with disabilities requiring work-related adjustment	1.5	0.8	0.8	0.8
Trends in the distribution of workforce diversity groups				
EEO group	Benchmark/ target %	2012	2013	2014
Women	100	88	88	90
Aboriginal and Torres Strait Islander people	100	104	104	105
People whose first language spoken as a child was not English	100	97	97	99
People with disabilities	100	110	109	111
People with disabilities requiring work-related adjustment	100	115	112	114

\*Workforce diversity data is based on information provided on a voluntary basis by employees. In contrast to previous years, figures presented are actual rather than estimated figures. In previous years the NSW Public Service Commission provided workforce diversity representation figures for publication which extrapolated available workforce diversity data to estimate the workforce diversity representation in the whole workforce, including that part which had not provided their data. This year a change in the NSW Public Service Commission's methodology means that this extrapolation is not made for agencies where less than 65 percent of their workforce had provided workforce diversity data. The response rate for the FACS workforce did not reach this figure, and so actual, rather than estimated figures are reported.

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

Source: NSW Public Service Commission.

## Aboriginal employment

### In 2013–14 FACS:

- provided a wide range of learning and development support to develop the careers of Aboriginal staff, including:
  - an Aboriginal mentoring program for 27 Aboriginal staff at all levels in the organisation
  - provision of a range of vocational qualifications at certificate and diploma level
  - targeted programs were also offered to Aboriginal disability support workers, nursing assistants and community services caseworkers
- provided other programs and tools, including an electronic portal, directed at non-Aboriginal staff which were designed to increase cultural awareness and improve both service delivery to Aboriginal people and the employment experience of Aboriginal staff
- conducted dedicated recruitment campaigns for Aboriginal caseworkers including updating and refreshing material to attract Aboriginal applicants and conducting information sessions in regional locations so as to encourage Aboriginal applicants
- participated in, promoted and recognised dates of Aboriginal cultural significance including NAIDOC Week and Sorry Day
- at 30 June 2014, had 893<sup>1</sup> FACS employees who identified as Aboriginal and/or Torres Strait Islander and/or occupied identified positions
- continued the partnership between NSW Businesslink Pty Ltd and Gandangara Local Aboriginal Land Council to provide opportunities in education and employment for the local Aboriginal community under NSW Businesslink Pty Ltd's Aboriginal Traineeship Program. Three trainees successfully completed traineeship requirements and were appointed to ongoing roles within NSW Businesslink Pty Ltd.

### In the 2014–15 year FACS will:

- develop and implement a *FACS Aboriginal Employment Strategy* aligned to the Public Service Commission's upcoming *Aboriginal Employment Strategy*
- monitor the impact of reorganisation and the implementation of the *Government Sector Employment Act 2013* on the representation of Aboriginal employees
- expand the delivery of the *Centre for Cultural Competence Australia* Aboriginal training program.

## Multicultural employment

### In 2013–14 FACS:

- endorsed the first FACS-wide Cultural Diversity Framework, which brings together the strategic response across the organisation for the integration of cultural diversity responsibility and accountability across FACS. The framework will support and guide implementation of cultural diversity activity across FACS
- developed a new *Multicultural Policies and Services* program for 2013–16 and communicated key objectives of the program across FACS
- used translating services for language assistance for those from diverse backgrounds including FACS staff and those accessing FACS services
- delivered regular training sessions on cultural awareness, including as a part of induction programs
- monitored the impact of organisational change on the representation of people from diverse backgrounds
- established a Diversity Committee within NSW Businesslink Pty Ltd as a consultative forum for equity and diversity strategies
- raised awareness of, and celebrated the contribution of people from diverse cultural and linguistic backgrounds and significant cultural events.

#### **In the 2014–15 year FACS will:**

- develop an implementation plan which will rollout the FACS wide Cultural Diversity framework, identifying the key actions for this framework
- continue to monitor how the implementation of the *Government Sector Employment Act 2013* impacts on the representation of people from diverse backgrounds.

### **Employment of women**

#### **In 2013–14 FACS:**

- supported levels of women participants in the key sector leadership programs (i.e. the Executive Fellows Program, Executive Masters, Graduate Diploma in Public Administration, Executive Development Program) at greater than 50 percent
- offered 20 grade 7/8 and 9/10 women from across all FACS divisions placement in the *Drive Your Career* program
- encouraged and supported attendance at targeted events such as International Women's Day
- allocated 50 percent of positions in internal NSW Businesslink Pty Ltd courses to women
- provided flexible work practices and leave information on the NSW Businesslink Pty Ltd intranet and directly to women going on and returning from maternity leave
- participated in events focussed on the development and recognition of the contribution of women including the International Women's Day Breakfast
- advertised and supported programs and conferences targeted at female staff.

#### **In the 2014–15 year FACS will:**

- participate in Public Service Commission research into women in senior leadership.

### **Employment of people with disability**

#### **In 2013–14 FACS:**

- broadened the Ageing, Disability and Home Care Disability Employee Network into the FACS Disability Employee Network in November 2013 leading to a 35 percent increase in members
- involved staff with disabilities in the FACS Relocation Committee to provide input on office accessibility and layout. FACS also ensured that employees with disability who were relocated had adequate time to undertake mobility training for their new office location
- promoted disability awareness through publicising and celebrating International Day of People with Disability and participation at the National Disability Services Annual Employment Conference and the Australian Network on Disability Annual Conference 'Raising the Bar'
- provided specialised equipment and workplace adjustment to existing and newly employed staff with disabilities
- staged a *Don't DIS my Ability* event with guest speaker, Yvette Smith, a campaign Ambassador and disability advocate
- outsourced printing and courier services from accredited disability employers and regularly outsourced event catering to The Junction Works a local provider of youth, disability, children's and community services.

#### **In the 2014–15 year FACS will:**

- continue to monitor the impact of reorganisation and the implementation of the *Government Sector Employment Act 2013* on the representation of staff with disabilities.

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## 3.7 Human resources

### Exceptional movement in wages, salaries and allowances

From 1 July 2013, FACS staff received an increase to their salaries of 2.5 percent inclusive of the increased superannuation guarantee contribution of 0.25 percent. Nurses received an additional 0.2 percent in recognition of employee-related cost savings under the Wages Policy. Care Workers employed in the Home Care Service of NSW received this increase from 1 September 2013 (this is due to the specified duration dates in the Home Care Award).

### Personnel policies and practices

FACS has comprehensive policies which provide a framework for the appropriate management of staff and business risks. These policies, due to previous organisational arrangements, are largely specific to each division. As part of an ongoing process all policies relating to operational human resources, payroll and governance, work health and safety, performance and conduct, learning and development and workforce planning are being reviewed with a view to updating, standardising and consolidating policies across FACS. Policy change to incorporate new *Government Sector Employment Act 2013* and Public Service Commission requirements also figures prominently as part of this review.

### Industrial relations policies and practices

FACS conducts quarterly state-wide Joint Consultative Committee meetings with the Public Service Association. During 2013 consultative arrangements were rationalised to take account of the structural changes creating the FACS Districts, replacing multiple divisional state-wide and regional consultative groups with single District Committees.

A Peak Consultative Forum with Unions NSW has been established to consult around the application of the *National Disability Insurance Scheme (NSW Enabling) Act 2013* in the transition of direct disability and aged care services to the non-government sector.

Throughout 2013–14 industrial relations staff were actively involved in strategic planning, major reform projects, dispute prevention and industrial tribunal proceedings, and monitoring industrial relations issues.

### Introduction of the *Government Sector Employment Act 2013*

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

This reform introduced the following changes for FACS:

- replacement of the Senior Executive Service and Senior Officers with a single Public Service Senior Executive with transformation of the FACS executive structure to be implemented over a three year period
- introduction of mechanisms to improve mobility of staff and strengthen of merit-based recruitment
- new rules, regulations and guidelines
- implementation of an organisation wide performance and development program aligned with the Public Service Commission's Performance Development Framework.



### Number of FACS cluster employees by employment category at workforce census period (June 2014)

Employment Category	FACS Department (including NSW Businesslink Staff)	Aboriginal Housing Office	Home Care Service of NSW	NSW Land and Housing Corporation**	Total
Permanent	12,057	68	3571	436	16,131
Temporary	2186	23	49	48	2307
Senior Executive*	58	1	0	12	71
Casual	1651	0	635	0	2286
Other	15	0	0	0	15
<b>Total</b>	<b>15,967</b>	<b>92</b>	<b>4255</b>	<b>496</b>	<b>20,810</b>

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

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

Source: FACS 2014 Workforce Profile, NSW Public Service Commission.

### Number of FACS cluster employees by employment category by year

Employment Category	2010–11	2011–12	2012–13	2013–14
Permanent	16,746	16,719	16,029	16,131
Temporary	2559	2094	2112	2307
Senior Executive*	54	43	47	71**
Casual	2424	2524	2324	2286
Other	8	18	27	15
<b>Total</b>	<b>21,791</b>	<b>21,398</b>	<b>20,539</b>	<b>20,810</b>

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

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

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

Source: FACS 2011, 2012, 2013 and 2014 Workforce Profiles, NSW Public Service Commission.

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

Employment Category	2010–11	2011–12	2012–13	2013–14
Permanent	3922	3883	3685	3571
Temporary	46	44	64	49
Senior Executive*	0	0	0	0
Casual	538	497	473	635
Other	0	0	2	0
<b>Total</b>	<b>4506</b>	<b>4424</b>	<b>4224</b>	<b>4255</b>

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

Source: FACS 2011, 2012, 2013 and 2014 Workforce Profiles, NSW Public Service Commission.

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

Employment Category	2010–11**	2011–12	2012–13	2013–14
Permanent	2054	481	453	436
Temporary	416	47	44	48
Senior Executive*	12	4	11	12
Casual	0	0	0	0
Other	3	3	0	0
<b>Total</b>	<b>2485</b>	<b>535</b>	<b>508</b>	<b>496</b>

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

\*\* The figures reported in this column represent the total staff number prior to the 2011 administrative restructure where Housing NSW and LAHC were a single entity under FACS.

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

Source: FACS 2011, 2012, 2013 and 2014 Workforce Profiles, NSW Public Service Commission.

## Number of Aboriginal Housing Office employees by employment category by year

Employment Category	2010–11	2011–12	2012–13	2013–14
Permanent	52	64	63	68
Temporary	24	20	23	23
Senior Executive*	2	1	1	1
Casual	0	0	0	0
Other	0	0	0	0
<b>Total</b>	<b>78</b>	<b>85</b>	<b>87</b>	<b>92</b>

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

Note: Includes staff from the statutory body of AHO.

Source: FACS 2011, 2012, 2013 and 2014 Workforce Profiles, NSW Public Service Commission.

## Number of FACS frontline employees by key occupational group at workforce census period (June 2014)

Occupational Group	Head count
Disability Support Workers	3506
Care Workers	3658
Caseworkers (Community Services)	2291
Nurses	1691
Client Service Officers	1079
Allied Health Workers	522
Residential Centre Support Workers	559
Casework Managers (Community Services)	417
Customer Service Officers	349
Case Managers (Ageing, Disability and Home Care)	296
Contact workers (Community Services)	101
Community Program Officers	92
Behaviour Support Practitioner	49
Community Worker	176
Team Leader (Accommodation and Respite)	411
Other frontline employees	1225
<b>Total</b>	<b>16,468</b>

Note 1: All frontline occupational group counts are made using NSW Government standard head counts. The headcount number is consistent with the methodology used for the NSW Public Sector reported through the annual Workforce Profile and required under the *Annual Reports (Departments) Regulation 2010*. Please refer to the NSW Community Services Caseworker Dashboard to see full-time equivalent counts for caseworkers.

Note 2: Includes staff from FACS, HCS, LAHC and AHO, and departmental staff who provided employee-related services to NSW Businesslink Pty Ltd.

Source: FACS 2014 Workforce Profile, NSW Public Service Commission.

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

Senior Executive band	2013–14*		
	Male	Female	All
Band 1	134	187	321
Band 2	18	25	43
Band 3	2	5	7
Band 4	1	0	1
<b>Total</b>	<b>155</b>	<b>217</b>	<b>372</b>

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

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

Note 2: Includes staff from FACS, HCS, LAHC and AHO, and departmental staff who provided employee-related services to NSW Businesslink Pty Ltd.

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

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

Senior Executive band	2012–13	2013–14*
Band 1	161,214	167,380
Band 2	248,160	257,236
Band 3	359,867	359,252
Band 4	476,200	488,100
<b>Average</b>	<b>173,902</b>	<b>182,508</b>

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

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

Note 2: Includes staff from FACS, HCS, LAHC and AHO, and departmental staff who provided employee-related services to NSW Businesslink Pty Ltd.

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

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

2012–13	2013–14
5.2%	4.9%

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

Note: Includes staff from FACS, HCS, LAHC and AHO, and departmental staff who provided employee-related services to NSW Businesslink Pty Ltd.

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

## Principal Officers' qualifications

### **Michael Coutts-Trotter**

Secretary  
Family and Community Services  
B/BA (Jour)  
Period in position: 1 July 2013 to 30 June 2014

### **Mike Allen**

Chief Executive  
Housing NSW  
GradDipUEM  
Period in position: 1 July 2013 to 30 June 2014

### **Jim Longley**

Chief Executive  
Ageing, Disability and Home Care  
BEc, MEc  
Period in position: 1 July 2013 to 30 June 2014

### **Maree Walk**

Chief Executive  
Community Services  
BSocWk  
Period in position: 1 July 2013 to 30 June 2014

### **Margaret Crawford**

Deputy Director-General  
Corporate Services  
MBA, GradDip (RecMgt), BA (Ec)  
Period in position: 1 July 2013 to 30 June 2014

### **Georgina Harrisson**

Deputy Director-General  
Strategy and Policy  
BSc  
Period in position: 24 February 2014 to 30 June 2014

### **Maura Boland**

Acting Deputy Director-General  
Strategy and Policy  
BSc (Hons), GradDip (CommM), MAppSC, ANZOG EFP  
Period in position: 1 July 2013 to 23 February 2014

### **Mandy Young**

Acting Chief Executive  
Aboriginal Housing Office  
BSocWk  
Period in position: 24 March 2014 to 30 June 2014

### **Paul Callaghan**

Chief Executive  
Aboriginal Housing Office  
B Comm, DipSurv  
Period in position: 1 July 2013 to 12 March 2014

### **Albert Olley**

Chief Executive  
NSW Businesslink Pty Ltd  
BBus, GradDip (CorpGov), MAICD, ACIS  
Period in position: 1 July 2013 to 30 June 2014

### **Anne Skewes**

Deputy Director-General  
NSW Land and Housing Corporation,  
BBSc, GradDip App SocPsych, MA  
Period in position: 1 July 2013 to 30 June 2014

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## 3.8 Land disposal

No properties with a value greater than \$5 million were disposed of by FACS, the Aboriginal Housing Office (AHO) or the Home Care Service of NSW.

In 2013–14 a total of five FACS properties were disposed of with a total value of \$3.54 million. These properties were disposed of because:

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

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

### NSW Land and Housing Corporation

The sale of properties supports portfolio management. Factors which may lead to a decision to sell a property include its ongoing suitability for public housing, the condition of the property, the cost to repair and for ongoing maintenance, and the contribution the sale could make to the overall financial sustainability to the portfolio.

In 2013–14 NSW Land and Housing Corporation disposed of the following lots of land for values greater than \$5 million:

Land disposed	DP	Land size	Sales Price	Purchaser
Lot 2, Riverwood North	1191223	4553m <sup>2</sup>	\$5,910,000	Payce Communities Pty Ltd
Lot 5, Riverwood North	1191223	6189m <sup>2</sup>	\$5,760,000	Payce Communities Pty Ltd

The sales were part of a renewal development for which Payce Communities Pty Ltd has been selected as the preferred developer under a two stage tender process. Payce Communities Pty Ltd has exercised the option of buying the above lots of land in accordance with the Riverwood North Urban Renewal Project Delivery Agreement.

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

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## 3.9 Legislation and legal changes

### Principal Acts administered at 30 June 2014

#### Minister for Family and Community Services

- *Aboriginal Housing Act 1998.*
- *Adoption Act 2000.*
- *Child Protection (International Measures) Act 2006.*
- *Child Protection (Working with Children) Act 2012.*
- *Children and Young Persons (Care and Protection) Act 1998.*
- *Community Housing Providers (Adoption of National Law) Act 2012.*
- *Community Services (Complaints, Reviews and Monitoring) Act 1993*, jointly with the Minister for Ageing and the Minister for Disability Services.
- *Community Welfare Act 1987*, jointly with the Minister for Disability Services, Minister for Education (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*) and Minister for Police and Emergency Services (Part 5 and any other provisions of the Act so far as they relate to functions under Part 5).
- *Housing Act 2001.*
- *Intoxicated Persons (Sobering Up Centres Trial) Act 2013*, jointly with the Minister for Police and Emergency Services.

#### Minister for Ageing

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

#### Minister for Disability Services

- *Boarding Houses Act 2012*, Part 4 and Part 2 of Schedule 2 (Parts 1 and 5 and Part 1 of Schedule 2, jointly with the Minister for Fair Trading, remainder, the Minister for Fair Trading).
- *Carers (Recognition) Act 2010.*
- *Community Services (Complaints, Reviews and Monitoring) Act 1993*, jointly with the Minister for Family and Community Services and the Minister for Ageing.
- *Community Welfare Act 1987*, jointly with the Minister for Family and Community Services, Minister for Education (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*) and Minister for Police and Emergency Services (Part 5 and any other provisions of the Act so far as they relate to functions under Part 5).
- *Disability Services Act 1993.*
- *Home Care Service Act 1988*, jointly with the Minister for Ageing.
- *National Disability Insurance Scheme (NSW Enabling) Act 2013.*

### Legislative changes in 2013–14

#### ***Community Services (Complaints, Reviews and Monitoring) Act 1993***

*The Statute Law (Miscellaneous Provisions) Act 2013* amended the *Community Services (Complaints, Reviews and Monitoring) Act* (the Act) on 1 July 2013. The effect of the amendments, together with a ministerial arrangement, is to facilitate National Disability Insurance Scheme (NDIS) trial participants accessing safeguards under the Act. This ministerial arrangement was developed in consultation with the NSW Ombudsman, the National Disability Insurance Agency and FACS.



More specifically, the effects of the amendments to the Act are:

- (a) NDIS participants are able to make complaints about service providers to the NSW Ombudsman
- (b) the NSW Ombudsman is able to monitor and review services provided by service providers to NDIS participants
- (c) the NSW Ombudsman is able to review the death of an NDIS participant who was living in residential care provided by a service provider
- (d) Official Community Visitors are able to visit NDIS participants living in an accommodation service in the full-time care of a service provider.

*Community Services (Complaints, Reviews and Monitoring) Amendment Act 2014* amends the Act to include some recommendations of a statutory review of the Act in 2008 and proposals put forward by the NSW Ombudsman in 2012 and further refined in 2013–14. The Ombudsman's amendments provide consistency where appropriate between the Ombudsman's functions under both Part 5A (which relates to the review of child deaths) of the Act and Part 6 (which relates to the review of deaths of particular categories of persons, including children and people with disability who are in care) of the Act and to strengthen those provisions.

Other notable amendments include the ability for the NSW Ombudsman to conduct and publish reports on systemic issues arising from the provision of services, and to make clear that a person making a complaint about services to the NSW Ombudsman can have a person of their choice advocating on their behalf. The amendments also include a number of minor amendments which update and clarify existing provisions.

### **Home Care Service Act 1988**

The *Statute Law (Miscellaneous Provisions) Act 2013* amended the *Home Care Service Act 1988* on 5 July 2013. The amendments repealed provisions relating to the *Hostel and Care* program, which is no longer part of the Home Care Service of NSW. Other amendments updated obsolete references and terminology.

### **Disability Inclusion Bill 2014**

The Disability Inclusion Bill 2014 was introduced to Parliament on 28 May 2014. It is anticipated that the Bill will be debated in August 2014. The Act has not yet commenced. A draft Disability Inclusion Regulation will shortly be published for consultation.

Please note that this Bill was passed after the 2013–14 financial year.

When the new Act commences it will replace the *Disability Services Act 1993* and will have two main roles:

- committing the NSW Government to making communities more inclusive and accessible for people with disability now and into the future. These commitments will continue even when the NDIS is operating across NSW. Parts 1 to 3 of the Act will contain the 'legacy' or continuing commitments
- regulating specialist disability supports and services to people with disability in NSW and introducing better safeguards for these services until the change over to the NDIS. Parts 4 and 5 and Schedule 5 of the Act will cover the 'transitional' or change over arrangements.

### **Adoption Act 2000**

The *Adoption Act 2000* was amended by the *Adoption Legislation Amendment (Overseas Adoption) Act 2013* to enable NSW residents who adopt a child overseas to have that adoption registered and have a post-adoption birth certificate issued for the child. This may only occur when the adoption is recognised by NSW law, arranged by FACS and finalised in a country which is a party to the *Hague Convention on Intercountry Adoption* or a country prescribed under Commonwealth Regulations for intercountry adoption bilateral arrangements.

### ***Children and Young Persons (Care and Protection) Act 1998***

*Child Protection Legislation Amendment Act 2014* (the Act) received assent on 1 April 2014 and is to commence on 29 October 2014. The Act implements the government's reform agenda across the child protection system with a particular emphasis on working more effectively with parents and families, creating a more responsive and child focussed system and better achieving permanency for children in out-of-home care (OOHC).

*Child Protection Legislation Amendment (Children's Guardian) Act 2013* transfers the functions of the Commission for Children and Young People to the Children's Guardian, establishes a register of authorised carers and makes a number of other amendments related to the working with children check functions.

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

*Crimes Amendment (Female Genital Mutilation) Act 2014* which increased the maximum penalty for the act of performing female genital mutilation, aiding or abetting, or counselling or procuring a person to perform such an act from 7 to 21 years. It also created a separate offence of taking or arranging to take a person from NSW for the purpose of having female genital mutilation performed on the person. Proceedings commenced against a person for this offence has been added to the list of assessment requirement triggers in Schedule 1 of the *Child Protection (Working with Children) Act 2012*.

### ***National Disability Insurance Scheme (NSW Enabling) Act 2013***

*National Disability Insurance Scheme (NSW Enabling) Act 2013* (the Act) authorises and facilitates the transfer of the NSW public sector disability services assets in connection with the implementation of the NDIS of the Commonwealth. The Act also makes detailed arrangements for the transfer of the employment and entitlements of public sector disability services employees.

### ***Housing Act 2001***

*Road Transport Legislation (Repeal and Amendment) Act 2013* amended section 69B of the *Housing Act* by inserting 'Road Transport Act 2013' in the new section 69B (1) (a) and (b).

Under the Public Sector Employment and Management (Housing) Order dated 2 August 2013, the Director-General under section 6 of the *Housing Act 2001* is construed as the Director-General of the Department of Family and Community Services. Staff involved in asset management under the *Housing Act 2001* are removed from the Department of Finance and Services and added to the Department of Family and Community Services.

By an order made on 23 April 2014, administration of the *Housing Act 2001* has been allocated solely to the Minister for Family and Community Services.

### ***Building and Construction Industry Security of Payment Act 1999***

The Act inserted the following sections:

- sections 13(7) and (9) for payment claims by a head contractor to be accompanied by a supporting statement
- sections 11(1A) and (1B) – a progress payment made to a contractor becomes due and payable 15 business days after a payment claim is made; and to a subcontractor, 30 days after a payment claim is made
- section 13(2)(c) to remove the requirement for a claimant to state that a payment claim is 'made under this Act'
- section 12A relating to retention monies being held in trust for the subcontractor.

As part of its capital and construction programs, NSW Land and Housing Corporation is the Principal in numerous construction contracts and must comply with the Act.

## ***Community Housing Providers (Adoption of National Law) Act 2012***

The Act which commenced on 1 January 2014 repealed Part 9A of the *Housing Act 2001* and also repealed the *Housing Regulation 2009*.

## Amendments to regulations in 2013–14

Repealed *Housing Regulation 2009*.

*Adoption Regulation 2003* amended by the *Adoption Legislation Amendment (Overseas Adoption) Act 2013* (please see p63 under Legislative change in relation to amendments to the *Adoption Act 2000*).

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

*Children and Young Persons (Care and Protection) Regulation 2012*.

*Children and Young Persons (Care and Protection) Amendment (Code of Conduct) Regulation 2013* clarified the definition of special medical treatment and removed the Code of Conduct for authorised carers from the Regulation.

*Children and Young Persons (Care and Protection) Amendment (Working with Children) Regulation 2013* made amendments to the Regulation consequential on the enactment of the *Child Protection (Working with Children) Act 2012*, in particular reflecting the new arrangements for requiring authorised carers and others to comply with the new system of working with children check clearances.

## Significant judicial decisions in 2013–14

### ***Re June [2013] NSWSC 969 and Re June (No 2) [2013] NSWSC 1111***

A decision of the Supreme Court (McDougall J) which provides guidance on how the Court should consider information from authorised carers of a child prior to making care orders. This clarifies how information for care proceedings is to be made available post-case management transfer to the NGO sector.

### ***Re David Alan and Mary and the Director-General Family and Community Services & Ors [2013] 1319***

A decision of the Supreme Court (Bergin J) granting an interlocutory injunction to prevent disclosure of information by the Director-General (now Secretary) to NSW Police, in circumstances where it was claimed that a promise of confidentiality was made which induced the plaintiff to make disclosure of allegedly criminal conduct. This describes a limit to the power of the department to provide information to assist criminal investigations.

### ***Re Jamie [2013] Fam CAFC 110***

A decision of the Full Court of the Family Court describing when court authorisation was required for medical procedures relating to childhood gender identity disorder. This provides important guidance for departmental decision-making on who can consent to medical procedures for children.

## 3.10 Work health and safety

### FACS (Cluster)

Number of workers compensation claims, cost incurred and average cost (2010–11 to 2013–14) at 30 June each year

	2010–11	2011–12	2012–13	2013–14
<b>FACS Department</b>				
Total claims	1160	1217	852	802
Total cost incurred (\$)	11,748,461	14,535,429	10,166,959	11,003,044
Average cost (\$) per claim	10,128	11,944	11,933	13,720
<b>Aboriginal Housing Office</b>				
Total claims	5	2	3	2
Total cost incurred (\$)	24,787	36,645	22,272	97,719
Average cost (\$) per claim	4957	18,322	7424	48,859
<b>Home Care Service of NSW</b>				
Total claims	374	367	248	234
Total cost incurred (\$)	3,124,230	3,813,860	1,835,183	2,048,688
Average cost (\$) per claim	8354	10,392	7400	8755
<b>NSW Land and Housing Corporation</b>				
Total claims	-	-	-	3
Total cost incurred (\$)	-	-	-	7011
Average cost (\$) per claim	-	-	-	2337
<b>NSW Businesslink Pty Ltd</b>				
Total claims	14	23	10	5
Total cost incurred (\$)	430,305	247,012	80,340	13,882
Average cost (\$) per claim	30,736	10,740	8034	2776
<b>TOTAL FACS Cluster</b>				
<b>Total claims</b>	<b>1553</b>	<b>1609</b>	<b>1113</b>	<b>1045</b>
<b>Total cost incurred (\$)</b>	<b>15,327,783</b>	<b>18,632,946</b>	<b>12,104,754</b>	<b>13,163,529</b>
<b>Average cost (\$) per claim</b>	<b>9870</b>	<b>11,580</b>	<b>10,876</b>	<b>12,597</b>

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

Note 2: Number and cost of claims are at 30 June of the respective financial year end (e.g. 2010–11 at 30 June 2011).

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

Source: NSW Self Insurance Corporation Data Warehouse.

## **Work Health and Safety Performance in 2013–14**

FACS has focused on meeting the compliance requirements of the *Work Health and Safety Act 2011* with continuous improvement initiatives, updating policies and procedures, embedding due diligence obligations, and has undertaken a training needs analysis to develop an updated work health and safety training calendar incorporating more rigorous risk assessment knowledge and skills for all worker groups.

Regular KPI reporting on performance regarding work health and safety as well as workers compensation claim performance is provided to the business to monitor and reduce safety hazards and incidents. This has been assisted by the launch of the 1800 FACS WHS reporting hazard and incident call centre.

Amendments to workers compensation legislation in 2012, including the abolition of journey claim entitlements to claim for injuries sustained to and from work, have seen a significant decrease in the number of claims lodged across all of FACS.

Two work health and safety and injury management initiatives, the *Psychological Injury Early Intervention* program and the *Early Intervention Model for Body Stressing Injuries*, assisted in achieving improved return to work and claim outcomes. Both programs were listed as finalists in the 2013 Treasury Managed Fund Awards for Excellence and received highly commended honours for Injury Management Innovation.

## **Work related injuries/illness in 2013–14**

The main injury types for FACS continues to be related to slips/trips/falls, manual handling injuries and psychological injuries. The early intervention strategies noted above will be incorporated and implemented across the whole of FACS to assist in mitigating these injury types. The regularity and structure of claim reviews with FACS Claims Manager has seen a continual improvement in the workers compensation contribution for the 2013–14 financial year.

NSW Land and Housing Corporation was incorporated into the FACS claims portfolio in 2013. The impact has been minimal due to their low number of claims and workers compensation contribution.

## **Challenges and future directions**

As all business streams are being centralised under the corporate services work health and safety and claims portfolio, FACS will be focusing on meeting health and safety obligations and embedding a constant framework of service delivery across all areas of FACS.

The transition of the National Disability Insurance Scheme will continue to be a key consideration to ensure FACS is meeting their due diligence obligations and ensuring safety of all workers and in particular those with current active claims.

In 2014–15 the focus will be on embedding a safety culture across FACS that will assist in mitigating hazards and incidents as well as providing early return to work options for injured workers.

## **Prosecutions under the *Work Health and Safety Act 2011***

There were no prosecutions under the *Work Health and Safety Act 2011* for the 2013–14 financial year.

## 3.11 Promotion (overseas visits)

Employees made 13 overseas visits during 2013–14. The visits were to present at conferences on NSW expertise in service delivery, for the further development of public administration practices, or child protection commitments. There were no overseas visits made by staff from the Aboriginal Housing Office, the Home Care Service of NSW or the NSW Land and Housing Corporation in 2013–14.

	Officer	Dates	Purpose of visit	Destination
FACS Department	Christopher Chippendale	24–27 November 2013	Executive Masters in Public Administration course – through ANZSOG.	Wellington, New Zealand
	Lauren Dean	8 September – 9 October 2013	Presented at the ISPCAN International Conference on Perinatal Project.	Dublin, Republic of Ireland
	Kelly Ramsden	24–27 November 2013	Executive Masters in Public Administration course – through ANZSOG.	Wellington, New Zealand
	Caseworker	27 February – 1 March 2014	Accompanying a child to a sibling funeral.	Auckland, New Zealand
	Caseworker	27 February – 1 March 2014	Accompanying a child to a sibling funeral.	Auckland, New Zealand
	Maura Boland	8 July 2013 – 12 July 2013	Attended meetings with UK Government's Behavioural Interventions Team and Troubled Families team. Ms Boland was considered on duty for these meetings however FACS did not pay her travel costs.	London, United Kingdom
	Debbie Georgopoulos	23–26 November 2013	Executive Masters in Public Administration course – through ANZSOG.	Wellington, New Zealand
	Humair Ahmad	23–26 November 2013	Executive Masters in Public Administration course – through ANZSOG.	Wellington, New Zealand
	Wendy Hayhurst	23–28 November 2013	Executive Masters in Public Administration course – through ANZSOG.	Wellington, New Zealand
	Caseworker	9–16 January 2014	Supporting child with travel and placement plan.	Phoenix, United States of America
	Madeleine Boulton	13 October – 8 November 2013	Attended the Harvard Kennedy School of Government Senior Executive Fellows program. Ms Boulton was considered on duty for the time of the training however FACS did not pay her travel, education or accommodation costs.	Boston, United States of America.
	John Lord	27 August – 1 September 2013	6th International Conference on Attachment and training on diagnosis of parent's reaction to diagnosis of a disenabled child. Mr Lord was considered on duty for the time of the conference and training however FACS did not pay his travel or accommodation costs.	Pavia, Italy
	John Lord	23–25 June 2014	Marte Meo Licenced Supervisor Training on the use of video intervention to support Families. Mr Lord was considered on duty for the time of the training however FACS did not pay his travel or accommodation costs.	Eindhoven, Netherlands

	Officer	Dates	Purpose of visit	Destination
Aboriginal Housing Office			None	
Home Care Service of NSW			None	
NSW Land and Housing Corporation			None	

Note: Caseworkers are not identified by name to protect the identity of the children and young people they accompanied overseas.



## 3.12 Research and development

### FACS (Department including Home Care Service of NSW)

		2013–14 funding (\$ GST inclusive unless otherwise indicated)
Project name	Details of project	
Disability Inclusion Action Planning Guidelines	The research provides an evidence based framework for the development of Disability Inclusion Action Planning Guidelines.	\$81,000
Research into private motor vehicle use for people with disability	Aims to provide insight about how the NSW government can support the use of private vehicles.	\$56,100
Baseline reporting	Development of reporting parameters to measure the implementation of the National Disability Strategy in NSW.	\$29,500
Accessible toilets	The report provided recommendations to support improvements to accessible toilet information.	\$31,900
Social Policy Research Centre ARC Linkage Project - Carers & Social Inclusion: New frameworks, evidence and policy lessons	Carers and Aboriginal carers.	\$10,000
Rich, poor, young, old: socio-economic disparities among older and young women in NSW	Discussion of measurement issues that are faced in assessing the socio-economic status of women (rather than men, or households).	\$60,000 (ex GST)
Workability Study – Monash University	Focused on mature age workers the study seeks to obtain a baseline of workability data.	\$250,000 over three years (July 2011 to June 2014)
Mature Age Employment: a regional analysis	An analysis of people 45 years and over living in regional areas at risk of unemployment.	\$26,400
45 and Up study – Sax Institute	Analysis of the housing, employment and social needs of people in NSW 45 years and over.	\$50,000
My Life, My Decisions: <i>Taking Care of Business</i> Aboriginal component of <i>Get it In Black and White Campaign</i>	Redevelopment of original Ageing, Disability and Home Care document.	\$30,000
Securing Your Future Literature Review – National Seniors Australia	This literature review provides analysis on the domains of housing, health, finance and employment.	\$35,570
Securing Your Future: focus group research – Council on the Ageing NSW	This research identifies the attitudes and interests of the middle years cohort of NSW (45-65 years) in the areas of finances, housing, employment, health, social connections and lifestyle.	\$82,000
Connecting Older Adults Project	A review of a project that investigated the level of information and communication technology usage amongst older adults.	Evaluation completed by FACS using internal resources

		2013–14 funding (\$ GST inclusive unless otherwise indicated)
Project name	Details of project	
<i>Tech Savvy Seniors</i> evaluation: 'Social Return on Investment'	The project will evaluate the <i>Tech Savvy Seniors</i> program.	Funded by Telstra for the period July 2012 to 30 June 2014
Violence Prevention Study 1: Analysing current approaches to preventing violent behaviour in men and boys	An analysis of the approaches targeting men and boys to prevent domestic and family violence.	\$88,000
Violence Prevention Study 2: Analysing current approaches to preventing violence in groups that are at higher risk of experiencing domestic and family violence	Groups and communities at risk of domestic and family violence.	\$88,000
Violence Prevention Study 3: Analysing current approaches to supporting children who witness and experience domestic and family violence	Children affected by domestic and family violence.	\$72,000
Evaluation of the NSW Government trial of Sobering Up Centres	Evaluation of the impact of the centres on the areas in which they are based.	\$214,324
Applied Disability Research	The Centre for Applied Disability Research seeks to provide well informed input to key national policy developments and form research partnerships to find solutions to policy problems.	\$1.05 million
Australian Bureau of Statistics - redevelopment of the Survey of Disability, Ageing and Carers	The Survey of Disability, Ageing and Carers was released in November 2013. Additional funding is provided to improve the reliability of the data and ability to drill down to enable better planning.	\$707,084
Teenage Education Payment Evaluation	The Teenage Education Payment is a payment to carers of young people aged 15-17 in out-of-home care (OOHC) which enables young people to participate in education and training.	Evaluation completed by FACS using internal resources
Intensive Family Support and Intensive Family Preservation	An evaluation of the Intensive Family Support and Intensive Family Preservation services delivered by non-government organisations. The services provide 257 places <sup>1</sup> across NSW for families with children at risk of significant harm and at risk/imminent risk of placement in OOHC.	Evaluation completed by FACS using internal resources
NSW Child Development Study – University of NSW	The study is a 15-20 year project to identify early childhood vulnerability and resilience markers for a variety of health, social and wellbeing outcomes.	\$120,000 over three years - June 2013 to June 2016
Adoptions in OOHC	A literature review about when open adoption is the best outcome for children and how best the adoption process is facilitated.	\$40,000

		2013–14 funding (\$ GST inclusive unless otherwise indicated)
Project name	Details of project	
Pathways of Care Longitudinal Study of Children and Young People in OOHC	The aim of the longitudinal study is to collect detailed information about child development and wellbeing to identify factors that influence outcomes. The study will deepen the evidence base on how best to support children in OOHC to reach their potential.	\$1.5 million per year committed for five years (commencing in 2010)
Creating the Conditions for Collective Impact – Griffith University	This project aims to strengthen the developmental system in disadvantaged communities to improve child wellbeing for children aged 0–12 years. The project involves building a system to empower schools and community agencies to work together.	\$80,000 cash and \$80,000 in-kind support over two years
Australian Housing and Urban Research Institute – <i>National Housing Research</i> program	The <i>National Housing Research</i> program is funded by all Australian jurisdictions to improve the evidence base on housing and homeless issues.	\$398,809 (ex GST)
Evaluating place based outcomes on social housing estates	External contractors were engaged to evaluate a cross section of interventions being implemented. Projects evaluated include: <ul style="list-style-type: none"> <li>• Community and Environment project (Mt Druitt) – completed 2013–14</li> <li>• Caring Communities Employment project (Campbelltown) – completed 2014–15</li> <li>• Community 2168 (Miller) – completed 2014–15</li> <li>• Social impacts of deconcentration in Bolton Point estate – completed 2013–14</li> </ul>	\$83,487
Effectiveness of Housing and Homelessness Programs – Findings from <i>National Partnership Agreement on Homelessness</i> Funded Service Models	FACS engaged a consultant on behalf of the National Housing and Homelessness Policy and Research Working Group (of which FACS is a member) to undertake a meta-evaluation and analysis of evidence about housing and homelessness service models funded under the <i>National Partnership Agreement on Homelessness</i> .	\$157,044 (FACS was reimbursed for the cost of this research by the National Housing and Homelessness Policy and Research Working Group)
Implications of Severe Overcrowding for Future Homelessness Initiatives in NSW	The definition of homelessness now includes living in severely overcrowded accommodation. This research is an early exploration of the implications of this broader definition.	\$49,760
Common Ground Evaluation	FACS is funding the evaluation of Common Ground Sydney – a housing and support model in inner city Sydney. The evaluation has not yet been completed.	No expenditure in 2013–14
Review of the Private Rental Brokerage Service	The Private Rental Brokerage Service Review considered the program's effectiveness in assisting complex clients to maintain private rental housing, cost efficiencies and alignment with the broader objectives of FACS Private Rental Assistance programs.	\$65,725

		2013–14 funding (\$ GST inclusive unless otherwise indicated)
Project name	Details of project	
Evaluation of <i>Start Safely</i> Private Rental Subsidy	The study used analysis of FACS housing and tenancy data, interviews with FACS staff, stakeholders, and client case studies to examine implementation, effectiveness and outcomes of the subsidy.	\$97,997
Review of Hunter New England Youth Private Rental Subsidy Pilot	Review of the pilot is being undertaken in two stages and will update program data and analyse the New England pilot.	\$35,469
Evaluation of Affordable Housing Delivery	The evaluation will provide stakeholders information on the expertise of community housing providers in development and delivery and will identify opportunities for strengthening capacity.	\$66,000
Evaluation of Phase 1 of the National Regulatory System for Community Housing	The evaluation assessed whether the Phase 1 guidelines, procedures and systems for registration were fit-for-purpose and made recommendations for refinements and changes to the guidelines, procedures and systems in preparation for full implementation of the National Regulatory System for Community Housing on 1 January 2014.	\$110,000
<i>Platform 70</i> – longitudinal study of a ‘street to home’ project for rough sleepers	The evaluation seeks to identify the factors that contribute to the successful housing of people exiting homelessness under the project model. The baseline report confirmed: the project housed the intended target (i.e. rough sleepers), stakeholders supported the delivery model, and tenancy sustainability rates matched international best practice.	\$217,499

1 At 30 September 2012.

## Aboriginal Housing Office

Project Name	Details of Project	2013–14 funding (\$ GST inclusive unless otherwise indicated)
Understanding Housing Supply and Demand in Remote NSW	A data collection to better understand stakeholder demand for housing in remote NSW versus traditional demand indicators such as public housing waiting lists and Australian Bureau of Statistics statistics. Additionally the Aboriginal Housing Office (AHO) seeks to understand available housing supply in remote NSW and stakeholder reported views on home ownership in remote NSW.	\$150,000 over 2013–2015 (ex GST)
Aboriginal population and households projections, New South Wales 2011 to 2031	The projection research focused on population and household size and composition projections for AHO regions, FACS districts, Aboriginal regions and remoteness areas.	\$22,814
State owned and managed Indigenous housing tenant satisfaction survey 2014	The tenant survey collects data on tenant satisfaction with amenity and location of housing stock, dwelling condition, proximity to services workforce disincentives, customer service and a range of other items.	Up to \$95,000

## NSW Land and Housing Corporation

NSW Land and Housing Corporation did not undertake any research and development projects during the financial year ended 30 June 2014.

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## 3.13 Right to information

### Review of proactive release program

FACS is committed to ensuring the public's right to information meets the requirements of the *Government Information (Public Access) Act 2009* (GIPA Act) and that responses to other requests for information are handled effectively. Access to information held by FACS may be made through either formal access applications or informal requests to FACS Head Office or the divisions where the information is held.

FACS regularly reviews its programs to ensure that information, which is in the public interest and will assist all people in NSW (including our most vulnerable) with access to services, is made publicly available. Information about the functions, services, programs and policies of FACS is published on FACS divisional websites.

FACS is currently conducting a FACS-wide review of initiatives in place to encourage proactive release of information in accordance with section 7(3) of the GIPA Act. This will include the statutory bodies within the department's structure, the Aboriginal Housing Office (AHO), the Home Care Service of NSW (HCS) and the NSW Land and Housing Corporation (LAHC). It does not include the Office of the Children's Guardian, which is a separate agency within the portfolio of the Minister for Family and Community Services.

Members of the public are encouraged to contact the FACS Right to Information units to request access to information about FACS or information that is held by its divisions.

### Number of access applications received

During the reporting period, FACS received a total of 798 formal access applications. This includes withdrawn applications (applications withdrawn by the applicant under section 50 of the GIPA Act) but not invalid applications (applications that do not meet the formal requirements of section 41 of the GIPA Act).

### Number of refused applications for Schedule 1 information

During the reporting period, FACS refused 264 formal access applications because the information requested was referred to in Schedule 1 of the GIPA Act. Schedule 1 information is information where there is a conclusive presumption of an overriding public interest against disclosure. Of the 264 applications, 12 were refused in full and 252 were refused in part.

### Statistical information about access applications

The statistical information about access applications also incorporates those dealt with by AHO and LAHC. It also includes information relating to HCS, for which GIPA responsibilities are managed by FACS.

Table A: Number of applications by type of applicant and outcome*								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	2	1	4	1	3	0	2
Members of Parliament	2	5	0	4	0	0	0	1
Private sector business	1	3	0	8	0	0	0	0
Not-for-profit organisations or community groups	7	41	1	11	1	0	0	5
Members of the public (application by legal representative)	31	251	4	23	0	3	0	13
Members of the public (other)	50	233	12	43	0	5	1	16

\*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications*	71	513	15	66	1	5	1	31
Access applications (other than personal information applications)	17	19	3	24	1	6	0	5
Access applications that are partly personal information applications and partly other	3	3	0	3	0	0	0	1

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



Table C: Invalid applications	
Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	155
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	155
Invalid applications that subsequently became valid applications	120

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act	
	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	3
Executive Council information	0
Contempt	0
Legal professional privilege	21
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	2
Care and protection of children	239
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

\*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act	
	Number of occasions when application not successful
Responsible and effective government	355
Law enforcement and security	10
Individual rights, judicial processes and natural justice	484
Business interests of agencies and other persons	47
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	4

Table F: Timeliness	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	580
Decided after 35 days (by agreement with applicant)	30
Not decided within time (deemed refusal)	164
<b>Total</b>	<b>774</b>

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)			
	Decision varied	Decision upheld	Total
Internal review	3	11	14
Review by Information Commissioner*	6	1	7
Internal review following recommendation under section 93 of the Act	6	1	7
Review by Administrative Decisions Tribunal/NSW Civil and Administrative Tribunal	1	1	2
<b>Total</b>	<b>16</b>	<b>14</b>	<b>30</b>

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

Table H: Applications for review under Part 5 of the Act (by type of applicant)	Number of applications for review
Applications by access applicants	24
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	2

## 3.14 Public interest disclosures

### FACS (Cluster)

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

The policy is available to staff on the FACS intranet. The department's Public Interest Disclosures Officers are also identified on the intranet.

Under the PID Act we are required to report certain information. This information is in the table below.

Public interest disclosures July 2013 to June 2014	Public interest disclosures made by public officials in performing their day-to-day functions	Public interest disclosures not covered by column 1 that are made under a statutory or other legal obligation	All other public interest disclosures
Number of public officials who made public interest disclosures to the division	0	0	2
Number of public interest disclosures received in total	0	0	3
Number of public interest disclosures finalised	0	0	3

Disclosures received primarily about:			
Corrupt conduct	0	0	3
Maladministration	0	0	0
Serious and substantial waste of public money	0	0	0
Government information contraventions	0	0	0

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## 3.15 Internal audit and risk management

### FACS (Cluster)

FACS undertakes audit and risk management across most of the FACS cluster including the Aboriginal Housing Office (AHO) and the Home Care Service of NSW. NSW Land and Housing Corporation (LAHC) undertakes its own audit and risk management and information related to LAHC is presented separately.

#### Risk management

- FACS has endorsed a new whole of department Enterprise Risk Management Framework which replaces previous division specific risk management frameworks.
- A Strategic Risk Register has been established for the FACS Cluster, detailing key strategic risks and how they are being managed. Risk reporting has been established to provide risk intelligence on strategic and operational risks to the FACS Executive Board and Risk and Audit Committee.
- The Governance and Assurance directorate has worked with FACS divisions to identify risks associated with their business areas and complete risk registers and has commenced working with districts to establish risk management plans to control risks at the district level. The Governance and Assurance directorate continues to work with FACS major reforms to imbed effective risk management.
- The FACS Risk profile has been used to inform the development of a new three year internal audit plan.
- Work has commenced on materials to support an education program for the implementation of the new framework and enhance the risk management culture of the department.
- FACS completed an internal audit on its Business Continuity Management System, and has established a Business Continuity Reference Group to action recommendations. A new policy and framework has been developed for approval by the FACS Executive Board.
- The Governance and Assurance directorate has commenced a project to purchase a Governance Risk and Compliance e-tool.
- Work has been progressing to update a previous Aboriginal Housing Office risk register. At 30 June 2014 the risk register was in a final draft format.
- The Home Care Service of NSW has a current risk register that is reported to the FACS Executive Board.

#### Other activities affecting FACS

- Ongoing development of a FACS-wide internal controls compliance testing program of key risk areas of corporate policy and procedural requirements to meet requirements of Treasury Policy Paper 09-05.
- Ongoing development of the *Continuous Data Mining* program to identify exceptions in IT systems data that could involve potential non-compliance, errors, fraudulent or corrupt activities. A pilot of the program is anticipated to be undertaken in 2014-15 with Ageing Disability and Home Care SAP systems and FACS ProMaster systems, with a view to expand successful exception tests FACS-wide.
- Ongoing development of a FACS-wide *Fraud and Corruption Prevention* framework that will incorporate: staff training programs to support identification and reporting of potential corrupt conduct, corruption risk assessments, establishment of an internal reporting hotline, establishment of a central register for reporting corrupt activities and effective analysis and reporting of corruption allegations and incidences.
- Management of significant fraud/corruption investigations and significant reviews across FACS.

## Insurance arrangements

The FACS cluster, including the department, the Home Care Service of NSW and the AHO, has insurance policies with the NSW Government's self insurance scheme, the Treasury Managed Fund, covering public liability, property, workers compensation, motor vehicle insurance and miscellaneous areas.

The total cost of the insurance premiums for 2013–14 was \$56.2 million. This was a decrease of 3.3 percent (\$1.9 million) compared to the previous year. The main reason was a 4.9 percent (\$2.6 million) decrease in workers compensation premiums, predominantly due to a decrease in the industrial classification rate and reduction in claims experience premium.

In addition, the premium for non-workers compensation insurance increased by 10.2 percent (\$600,000), largely due to the increase in property insurance for properties previously covered under LAHC.

## NSW Land and Housing Corporation

### Risk management

LAHC manages risks and categorises them into the following risk groups:

- strategic risks – wide reaching risks that affect LAHCs ability to provide quality social housing services, are managed by the Executive Committee
- operational risks – risks that affect a division's ability to successfully complete their annual business plan initiatives and/or day-to-day operational activities, are managed at divisional level
- project risks – risks to the successful completion of the projects objectives, are managed by project managers.

For the 2013–14 financial year, LAHC operated a risk framework which monitored the key strategic and operational risks to the 2013–14 business plan and the development and implementation of the associated treatments. This framework was overseen by the Audit and Risk Committee.

### Insurance arrangements

The 2013–14 insurance program was sourced through the private underwriting market and provided appropriate coverage for LAHC insurable risk.

The major insurance classes purchased were:

- property (Industrial Special Risk) – \$5 million deductible
- public liability – \$250,000 deductible
- contract works (material damage) – \$10,000 deductible
- contract works (liability) – \$50,000 deductible.

LAHC also held insurances for asbestos abatement, events liability, motor vehicle, travel, voluntary workers and professional indemnity in 2013–14.

The insurance program was put to tender in April 2014 for the 2014–15 renewal. This tender process also included a review of the program structure and deductible levels, both of which were deemed appropriate based on LAHC nature of activities and risk appetite.

The approximate total premium (including fees, levies and GST) was \$4,343,474 which is 17 percent lower than the previous year's.

LAHC workers compensation insurance continued to be sourced through SiCorp.

# FACS internal audit and risk management attestation statement



GFACS14/2043

## Internal Audit and Risk Management Statement for the 2013-2014 Financial Year for the Department of Family and Community Services

I, Michael Coutts-Trotter, am of the opinion that the Department of Family and Community Services (FACS) 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, Michael Coutts-Trotter, am of the opinion that the Risk and Audit Committee for FACS is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09-0. The Chair and Members of the Risk and Audit Committee are:

- Independent Chair, Alexander Stuart Smith, 14 June 2010 to 31 December 2013
- Non-independent Member, Maree Walk, 2 March 2012 to 31 December 2013
- Independent Member, Carol Holley, 14 June 2010 to 13 June 2014
- Independent Member, Terrence Barnes, 14 June 2010 to 13 June 2014
- Independent Member, Elizabeth Carr, 1 October 2013 to 31 December 2013
- Independent Chair, Elizabeth Carr, 1 January 2014 to 31 December 2016
- Independent Member, Denise Aldous, 1 October 2013 to 30 September 2017

These processes provide a level of assurance that enables the senior management of FACS to understand, manage and satisfactorily control risk exposures.

Michael Coutts-Trotter  
Secretary  
Department of Family and Community Services

Date: 24.7.14



# Aboriginal Housing Office internal audit and risk management attestation statement



## Family & Community Services Aboriginal Housing Office

### Internal Audit and Risk Management Statement for the 2013-2014 Financial Year for the Aboriginal Housing Office

I, Michelle Craig, Chairperson of the Aboriginal Housing Office Board am of the opinion that the Aboriginal Housing Office (AHO) has internal audit and risk management processes in operation that are, excluding the exceptions described below, substantially compliant with the core requirements set out in Treasury Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*.

I, Michelle Craig am of the opinion that the internal audit and risk management processes for AHO depart from the following core requirements set out in Treasury Circular NSW TC 09/08 and that (a) the circumstances giving rise to these departures have been determined by the Portfolio Minister and (b) the AHO has implemented the following practicable alternative measures that will achieve a level of assurance equivalent to the requirement:

Ministerially Determined Departure	Reason for Departure and Description of Practicable Alternative Measures Implemented
<ul style="list-style-type: none"> <li>Core Requirement 1 – The Chief Audit Executive (CAE) is to be appointed for the statutory body.</li> </ul>	The AHO has adopted a shared arrangement with the Department of Family and Community Services (the Principal Department). The CAE of the Principal Department is the appointed CAE for AHO.
<ul style="list-style-type: none"> <li>Core Requirement 2 – The statutory body must establish an Audit and Risk Committee to oversee and monitor governance, risk and control issues affecting the operations of the department.</li> </ul>	The AHO is closely managed by the Principal Department and as such it is not considered value for money to have a separate Audit and Risk Committee. For the purposes of its audit and risk functions, the AHO is a participating entity in the shared arrangement with the Principal Department. A Shared Arrangement Agreement has been signed by all participating entities in the shared arrangement.
<ul style="list-style-type: none"> <li>Core Requirement 3 – The statutory body is to appoint independent Chairs and Members of the Audit and Risk Committee.</li> </ul>	As a statutory body, the AHO is a participating entity in a shared arrangement for internal audit and risk management with the Principal Department.
<ul style="list-style-type: none"> <li>Core Requirement 4 – The statutory body must ensure that the Audit and Risk Committee has a Charter.</li> </ul> <p>The CAE should report administratively to the governing board of the statutory body and functionally to the Risk and Audit Committee.</p>	The AHO is participating in a shared arrangement for internal audit and risk management with the Principal Department. A Charter for the Risk and Audit Committee for shared arrangement has been signed by all participating entities in the shared arrangement.

I, Michelle Craig am of the opinion that the Risk and Audit Committee 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 Risk and Audit Committee are:

- Independent Chair, Alexander Stuart Smith, 14 June 2010 to 31 December 2013
- Non-Independent Member, Maree Walk, 2 March 2012 to 31 December 2013
- Independent Member, Carol Holley, 14 June 2010 to 13 June 2014
- Independent Member, Terrence Barnes, 14 June 2010 to 13 June 2014
- Independent Member, Elizabeth Carr, 1 October 2013 to 31 December 2013
- Independent Chair, Elizabeth Carr, 1 January 2014 to 31 December 2016
- Independent Member, Denise Aldous, 1 October 2013 to 30 September 2017



This Risk and Audit Committee has been established under a shared arrangement with the following statutory bodies:

- Department of Family and Community Services
- Home Care Service of New South Wales

These processes, including the practicable alternative measures implemented, provide a level of assurance that enables the senior management of the AHO to understand, manage and satisfactorily control risk exposures.

As required by the policy, I have submitted an Attestation Statement outlining compliance with exceptions with the policy to the Treasury on behalf of the Treasurer.

In accordance with a resolution of the Governing Board of the Aboriginal Housing Office.



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Michelle Craig  
Chairperson

Date: 24 July 2014

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



## Home Care Service of NSW

ABN 40 572 876 701

### Internal Audit and Risk Management Statement for the 2013-2014 Financial Year for the Home Care Service of New South Wales

I, Michael Coutts-Trotter am of the opinion that the Home Care Service of New South Wales (HCSNSW) has internal audit and risk management processes in operation that are, excluding the exceptions described below, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*.

I, Michael Coutts-Trotter am of the opinion that the internal audit and risk management processes for HCSNSW depart from the following core requirements set out in Treasury Circular NSW TC 09/08 and that (a) the circumstances giving rise to these departures have been determined by the Portfolio Minister and (b) the HCSNSW has implemented the following practicable alternative measures that will achieve a level of assurance equivalent to the requirement:

Ministerially Determined Departure	Reason for Departure and Description of Practicable Alternative Measures Implemented
<ul style="list-style-type: none"> <li>Core Requirement 1 – The Chief Audit Executive (CAE) is to be appointed for the statutory body.</li> </ul>	The HCSNSW has adopted a shared arrangement with the Department of Family and Community Services (the Principal Department). The CAE of the Principal Department is the appointed CAE for HCSNSW.
<ul style="list-style-type: none"> <li>Core Requirement 2 – The statutory body must establish an Audit and Risk Committee to oversee and monitor governance, risk and control issues affecting the operations of the department.</li> </ul>	The HCSNSW is closely managed by the Principal Department and as such it is not considered value for money to have a separate Audit and Risk Committee. For the purposes of its audit and risk functions, the HCSNSW is a participating entity in the shared arrangement with the Principal Department. A Shared Arrangement Agreement has been signed by all participating entities in the shared arrangement.
<ul style="list-style-type: none"> <li>Core Requirement 3 – The statutory body is to appoint independent Chairs and Members of the Audit and Risk Committee.</li> </ul>	As a statutory body, the HCSNSW is a participating entity in a shared arrangement for internal audit and risk management with the Principal Department.
<ul style="list-style-type: none"> <li>Core Requirement 4 – The statutory body must ensure that the Audit and Risk Committee has a Charter.</li> </ul> <p>The CAE should report administratively to the governing board of the statutory body and functionally to the Audit and Risk Committee.</p>	The HCSNSW is participating in a shared arrangement for internal audit and risk management with the Principal Department. A Charter for the Risk and Audit Committee for shared arrangement has been signed by all participating entities in the shared arrangement.

I, Michael Coutts-Trotter am of the opinion that the Risk and Audit Committee for the HCSNSW 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:

- Independent Chair, Alexander Stuart Smith, 14 June 2010 to 31 December 2013
- Non-Independent Member, Maree Walk, 2 March 2012 to 31 December 2013
- Independent Member, Carol Holley, 14 June 2010 to 13 June 2014
- Independent Member, Terrence Barnes, 14 June 2010 to 13 June 2014
- Independent Member, Elizabeth Carr, 1 October 2013 to 31 December 2013
- Independent Chair, Elizabeth Carr, 1 January 2014 to 31 December 2016
- Independent Member, Denise Aldous, 1 October 2013 to 30 September 2017

This Risk and Audit Committee has been established under a shared arrangement with the following statutory bodies:

- Department of Family and Community Services
- Aboriginal Housing Office

These processes, including the practicable alternative measures implemented, provide a level of assurance that enables the senior management of the HCSNSW to understand, manage and satisfactorily control risk exposures.

As required by the policy, I have submitted an Attestation Statement outlining compliance with exceptions with the policy to the Treasury on behalf of the Treasurer.



Michael Coutts-Trotter  
Secretary  
Department of Family and Community Services

Date: 24.7.14

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



**Family &  
Community Services**  
Land & Housing Corporation

Level 1, 223-239 Liverpool Road  
Ashfield NSW 2131  
Locked Bag 4009 Ashfield BC 1800  
Tel: 02 8753 8000 Fax: 02 8753 8888  
ABN: 24 960 729 253  
[www.facs.nsw.gov.au](http://www.facs.nsw.gov.au)

Ref: LDG14/89

## **Internal Audit and Risk Management Statement for the 2013-2014 Financial Year for the NSW Land and Housing Corporation**

I, Michael Coutts-Trotter, Secretary of the Department of Family and Community Services and on behalf of the NSW Land and Housing Corporation (LAHC), am of the opinion that LAHC has internal audit and risk management processes in operation that are, in all material respects, compliant with the core requirements set out in the Treasury Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*. These processes provide a level of assurance that enables the senior management of LAHC to understand, manage and satisfactorily control risk exposures.

I am of the opinion that the Audit and Risk Committee for LAHC 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:

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

As required by the policy, I have submitted an Attestation Statement outlining compliance with the policy to Treasury on behalf of the Treasurer.

A handwritten signature in blue ink, appearing to read "M. Coutts-Trotter".

**Michael Coutts-Trotter**  
Secretary  
Department of Family and Community Services

Date: 27.8.14

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## 3.16 Audit findings

There are no significant findings that have been made by the Auditor-General for FACS, Aboriginal Housing Office and Home Care Service of NSW.

For NSW Land and Housing Corporation (LAHC), the Auditor-General raised a significant matter relating to the Bonnyrigg Project in his Statutory Audit Report 2014. LAHC has commenced a detailed review of this matter and will include an appropriate response in the FACS Annual Report 2014–15.



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## 3.17 Compliance with the *Carers (Recognition) Act 2010*

### FACS (Cluster)

FACS recognises the special contribution carers make to our society, and is the public sector agency responsible for the implementation and review of the *Carers Act (Recognition) Act 2010*.

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

Actions and initiatives by FACS to ensure compliance with the Act are detailed below.

### Development of the NSW Carers Strategy

FACS has been collaboratively working with key stakeholders in the development of the NSW Carers Strategy. Some highlights of this collaboration are detailed below.

- The NSW Carers Strategy Project Management Group has been established. This group is an interagency decision-making forum that provides strategic policy direction for the development of the Carers Strategy. It features members from NSW and Commonwealth government, peak agencies, private sector representatives, academics, and members of the NSW Carers Advisory Council.
- In partnership with NSW Health and Carers NSW, FACS hosted 15 Carers Strategy workshops from November 2013 to March 2014. Approximately 200 people, including over 40 carers, participated in the workshops. Carers from across NSW were engaged in an innovative collaborative co-design process and helped the NSW Government shape the content of the NSW Carers Strategy. Carers were reimbursed for their time and expenses they incurred as a result of their participation.
- FACS took part in the NSW Ministerial Carers Strategy Summit in March 2014. This was the final stage in a year long collaborative process which brought together approximately 115 carers and representatives from the community, government, private and academic sectors. The Summit provided a forum for discussion and further refinement of the ideas from the community and online consultation. A report of the Summit is being developed.

### Carers Advisory Council

The Carers Advisory Council was established by section 10 of the *Carers (Recognition) Act 2010*. Council members are appointed by the Minister for Disability Services. The Chair of the Council is the Honourable John Ajaka, Minister for Disability Services and Minister for Ageing. The Council meets quarterly and considers a range of issues and policy developments that impact on carers. This year there has been consideration of the National Disability Insurance Scheme, the NSW Mental Health Plan and the development of the NSW Carers Strategy.

The Council has been represented on the following committees this year:

- Person Centred Approaches Ministerial Reference Group
- Mental Health Commission's Community Advisory Committee
- Housing NSW NGO Reference Group
- Ageing, Disability and Home Care Aboriginal Advisory Committee.

### Carers who work for FACS

FACS maintains flexible work practices for staff who are carers. These practices ensure that staff who are carers are able to achieve a good work-life balance and maintain their caring duties.

## People Matter Employee Survey 2014

This year FACS negotiated with the Public Service Commission for the inclusion of questions about employees who are carers in the People Matter Employee Survey. The results were published in September 2014 and the data will be used to implement the reforms to increase the use of existing workplace flexibility by carers and their employers.

## Awareness of the Carers Charter

- FACS held information sessions for public servants and nurses over the 2013–14 financial year. This took the form of information sessions held in Sydney, Parramatta and Campbelltown, as well as taking part in the Practice Nurse Conference.
- FACS provided information through its website on the Act, the implementation plan and resources to support compliance with the Act. FACS also distributed quarterly e-news to NSW public servants about the implementation of the Act.
- FACS is working closely with the Office for Carers in implementing the Employment Stream of the NSW Carers Strategy to ensure compliance with the Act.
- The Seniors Card e-newsletter and Seniors Card website were used to promote awareness of the NSW Carers Awards, Carers Week and the NSW Carers Strategy.
- FACS negotiated with the Division of Local Government to release a Local Government directive to all NSW Local Councils requesting that Local Councils who identify as human service agencies report on their compliance with the Act in their Annual Reports.

FACS also displays a commitment to the Carers Charter when providing services. Services offered to assist tenants, adult household members or social housing applicants who stay in respite care include:

- rent reduction for the tenant or adult household member
- flexibility to allow applicants to reinstate their application if they did not respond to Housing NSW attempts to contact them.

The Social Housing Eligibility and Allocations Policy Supplement allows tenants with medical or disability needs to claim an extra bedroom (above their minimum bedroom entitlement) in cases where they require:

- storage space for medical equipment
- a room for a family member or carer to stay when short term support is needed
- a separate room for a partner if a disability means that the couple sleep separately.

In addition, Aboriginal tenants are entitled to an extra bedroom to allow for extra family, carers or additional dependents.

## The Hidden Carers Outreach Project

Hidden carers are people living in public housing and providing care for another person, or who are not necessarily living in public housing but are providing care for a public housing tenant, who do not receive support or recognition for their work.

The *Hidden Carers Outreach* project seeks to identify and provide recognition and support for those 'hidden carers'.

The program:

- completes research that increases knowledge about carers in social housing
- provides staff training and resources to increase staff knowledge and capacity to identify and understand hidden carers
- provides opportunities for hidden carers in social housing to be connected to services and support.



## Consultation with carer bodies

FACS has consulted with a number of carer bodies this year when developing programs:

- Carers NSW were consulted as a part of the development of the *Get it in Black and White* campaign. There are also plans to consult with Aboriginal carers
- the Carers Advisory Council and the Northern Sydney Carer Support Service were consulted in the development of a Northern Sydney Ageing Strategy
- FACS is a partner in the NSW Young Carers Interagency Steering Committee.

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## 3.18 Privacy management

### FACS Department

#### Privacy management plan

During 2013–14 a draft FACS Privacy Management Plan was prepared to replace existing divisional privacy management plans. It is expected that a final version of the plan will be available in 2014–15. The draft plan was prepared in accordance with section 33 of the *Privacy and Personal Information Protection Act 1998* (PPIP Act) which requires each public sector agency to prepare and implement a privacy management plan and update it when appropriate.

The FACS Privacy Management Plan will outline FACS functions and detail the main types of personal or health information that FACS deals with to carry out those functions and activities. It will also be a resource for staff to assist them to manage personal and health information appropriately and understand the situations in which information can be shared. It provides a guide to the public on the types of information FACS holds, how they may be able to access or amend their personal or health information, or make a complaint should they consider that their privacy may have been breached.

#### Internal reviews

The PPIP Act allows individuals to make a privacy complaint and have an internal review conducted in response to the complaint. An internal review is an investigation that an agency makes into alleged conduct that breaches the NSW privacy legislation (this includes the *Health Records and Information Privacy Act 2002*). An internal review also allows individuals to have the outcome reviewed by the NSW Civil and Administrative Tribunal.

In 2013–14, 43 internal review applications made under the PPIP Act were received by FACS.

Twenty-nine applications were finalised during the year. At the end of the 2013–14 financial year four privacy internal reviews were with the Privacy Commissioner for submissions and 10 were in the process of being approved or still being investigated.

A total of 38 applications were managed by the privacy contact officer and five were managed by other staff members when the privacy contact officer already had an involvement with the subject matter of the complaint (under section 53(4) of the PPIP Act the staff member conducting the internal review should not be substantially involved with the conduct under review).

### Aboriginal Housing Office

In 2013–14 Aboriginal Housing Office (AHO) received no internal review applications made under the PPIP Act concerning the conduct of AHO.

### Home Care Service of NSW

The privacy management responsibilities of the Home Care Service of NSW are managed by FACS and are reported above.

### NSW Land and Housing Corporation

From 1 July 2013 to 1 August 2013, the NSW Land and Housing Corporation (LAHC) adopted the Department of Finance and Services Privacy Management Plan, which was implemented to ensure compliance with privacy protection principles. Following the administrative restructure, LAHC was transferred to the portfolio of FACS effective from 2 August 2013. LAHC has aligned its privacy management practices to FACS.

In 2013–14 there were no internal review applications made under the PPIP Act concerning the conduct of LAHC.

## 3.19 Payment of accounts

### FACS (Department) payment of accounts for goods and services

The payment of accounts is closely monitored by each division and entity to ensure accounts are paid in accordance with NSW Treasury directions. Process improvements across the department are being undertaken to improve payment on time performance.

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

Quarter	Current (i.e. within due date) \$	Less than 30 days overdue \$	Between 30 and 60 days overdue \$	Between 61 and 90 days overdue \$	More than 90 days overdue \$
<b>All suppliers</b>					
Sep-13	23,387,646	146,315	52,370	11,735	51,205
Dec-13	20,733,668	80,677	26,173	4216	50,810
Mar-14	22,700,050	368,938	43,003	28,990	111,874
Jun-14	10,274,820	85,155	47,731	35,821	101,553
<b>Small business suppliers</b>					
Sep-13	590,925	4181	2071	2811	4486
Dec-13	571,026	1655	762	438	818
Mar-14	1,008,469	10,522	342	444	7997
Jun-14	2,527,954	2091	677	0	587

Note: The Aboriginal Housing Office, the Home Care Service of NSW and the NSW Land and Housing Corporation are not included in the consolidated FACS figures and are reported separately below. All figures in dollars unless otherwise indicated.

Source: Department of Family and Community Services consolidated financial statements (FACS Annual Report 2013–14 Vol 2: Audited Consolidated Financial Statements).

## Accounts due or paid within each quarter

Measure	Sep-13	Dec-13	Mar-14	Jun-14
<b>All suppliers</b>				
Number of accounts due for payment	172,266	154,571	163,266	157,294
Number of accounts paid on time	164,546	146,554	153,493	146,568
Actual percentage of accounts paid on time (based on number of accounts)	96%	95%	94%	93%
Dollar amount of accounts due for payment (\$)	1,153,218,300	942,171,859	984,094,499	1,448,268,481
Dollar amount of accounts paid on time (\$)	1,127,042,869	910,596,711	955,047,644	1,416,371,057
Actual percentage of accounts paid on time (based on \$)	98%	97%	97%	98%
Number of payments for interest on overdue accounts	5	6	7	9
Interest paid on overdue accounts (\$)	178.90	163.12	298.84	221.77
<b>Small business suppliers</b>				
Number of accounts due for payment to small businesses	4796	4618	4231	4867
Number of accounts due to small businesses paid on time	4161	3957	3512	4082
Actual percentage of small business accounts paid on time	87%	86%	83%	84%
Dollar amount of accounts due for payment to small businesses (\$)	8,363,224	5,590,443	4,910,971	6,327,852
Dollar amount of accounts due to small businesses paid on time (\$)	7,470,495	4,618,981	4,066,032	5,384,609
Actual percentage of small business accounts paid on time (based on \$)	89%	83%	83%	85%
Number of payments to small businesses for interest on overdue accounts	5	6	7	9
Interest paid to small businesses on overdue accounts* (\$)	178.90	163.12	298.84	221.77

\*Interest paid reflects the acknowledgement of interest payable on accounts paid in the quarter. This does not necessitate the actual payment of the interest on overdue accounts for the quarter.

Note: Ongoing developments with internal policies and vendor communication outlining the department's new policy regarding receipt of a correctly rendered invoice will strengthen future performance. Percentages are rounded to the nearest whole number.

Source: Department of Family and Community Services consolidated financial statements (FACS Annual Report 2013–14 Vol 2: Audited Consolidated Financial Statements).

## Aboriginal Housing Office payment of accounts for goods and services

### Aged analysis at the end of each quarter

Quarter	Current (i.e. within due date) \$	Less than 30 days overdue \$	Between 30 and 60 days overdue \$	Between 61 and 90 days overdue \$	More than 90 days overdue \$
<b>All suppliers</b>					
Sep-13	50,246	0	0	9	0
Dec-13	113,401	6000	9000	77	9
Mar-14	204,941	9075	0	0	0
Jun-14	22,324	253	0	0	0
<b>Small business suppliers</b>					
Sep-13	1325	0	0	0	0
Dec-13	107,617	0	0	0	0
Mar-14	183,215	0	0	0	0
Jun-14	1634	0	0	0	0

Note: All figures in dollars unless otherwise indicated.

Source: Aboriginal Housing Office financial statements (FACS Annual Report 2013–14 Vol 2: Audited Consolidated Financial Statements).

## Accounts due or paid within each quarter

Measure	Sep-13	Dec-13	Mar-14	Jun-14
<b>All suppliers</b>				
Number of accounts due for payment	593	660	647	854
Number of accounts paid on time	486	539	537	698
Actual percentage of accounts paid on time (based on number of accounts)	82%	82%	83%	82%
Dollar amount of accounts due for payment (\$)	\$34,195,598	\$26,005,598	\$16,162,147	\$43,745,206
Dollar amount of accounts paid on time (\$)	\$33,806,304	\$23,952,796	\$15,609,430	\$37,133,714
Actual percentage of accounts paid on time (based on \$)	99%	92%	97%	85%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts* (\$)	0	0	0	0
<b>Small business suppliers</b>				
Number of accounts due for payment to small businesses	37	45	43	37
Number of accounts due to small businesses paid on time	32	43	35	33
Actual percentage of small business accounts paid on time	86%	96%	81%	89%
Dollar amount of accounts due for payment to small businesses (\$)	156,694	496,485	542,059	361,916
Dollar amount of accounts due to small businesses paid on time (\$)	151,230	496,099	433,370	360,301
Actual percentage of small business accounts paid on time (based on \$)	97%	100%	80%	100%
Number of payments to small businesses for interest on overdue accounts	0	0	0	0
Interest paid to small businesses on overdue accounts* (\$)	0	0	0	0

\*Interest paid reflects the acknowledgement of interest payable on accounts paid in the quarter. This does not necessitate the actual payment of the interest on overdue accounts for the quarter.

Note: Ongoing developments with internal policies and vendor communication outlining the department's new policy regarding receipt of a correctly rendered invoice will strengthen future performance. Percentages are rounded to the nearest whole number.

Source: Aboriginal Housing Office financial statements (FACS Annual Report 2013–14 Vol 2: Audited Consolidated Financial Statements).

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

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

Quarter	Current (i.e. within due date) \$	Less than 30 days overdue \$	Between 30 and 60 days overdue \$	Between 61 and 90 days overdue \$	More than 90 days overdue \$
<b>All suppliers</b>					
Sep-13	324,192	7700	255	85	2316
Dec-13	194,885	3515	901	1122	2401
Mar-14	360,521	0	446	0	2585
Jun-14	659,684	81	0	2972	1280
<b>Small business suppliers</b>					
Sep-13	55,440	0	255	0	0
Dec-13	66,473	0	0	0	0
Mar-14	103,105	0	0	0	0
Jun-14	149,664	0	0	0	0

Note: All figures in dollars unless otherwise indicated.

Source: Home Care Service of NSW consolidated financial statements (FACS Annual Report 2013–14 Vol 2: Audited Consolidated Financial Statements).



## Accounts due or paid within each quarter

Measure	Sep-13	Dec-13	Mar-14	Jun-14
<b>All suppliers</b>				
Number of accounts due for payment	5224	5061	5242	7047
Number of accounts paid on time	4427	4386	4526	6244
Actual percentage of accounts paid on time (based on number of accounts)	85%	87%	86%	89%
Dollar amount of accounts due for payment (\$)	74,955,025	66,546,291	36,015,943	50,226,578
Dollar amount of accounts paid on time (\$)	73,524,112	62,541,747	35,108,813	48,899,971
Actual percentage of accounts paid on time (based on \$)	98%	94%	97%	97%
Number of payments for interest on overdue accounts	3	1	1	1
Interest paid on overdue accounts* (\$)	131.11	26.16	27.79	41.37
<b>Small business suppliers</b>				
Number of accounts due for payment to small businesses	835	652	919	995
Number of accounts due to small businesses paid on time	758	607	883	934
Actual percentage of small business accounts paid on time	91%	93%	96%	94%
Dollar amount of accounts due for payment to small businesses (\$)	1,138,269	982,958	932,443	1,304,682
Dollar amount of accounts due to small businesses paid on time (\$)	1,059,426	902,440	897,933	1,241,078
Actual percentage of small business accounts paid on time (based on \$)	93%	92%	96%	95%
Number of payments to small businesses for interest on overdue accounts	3	1	1	1
Interest paid to small businesses on overdue accounts* (\$)	131.11	26.16	27.79	41.37

\*Interest paid reflects the acknowledgement of interest payable on accounts paid in the quarter. This does not necessitate the actual payment of the interest on overdue accounts for the quarter.

Note: Ongoing developments with internal policies and vendor communication outlining the department's new policy regarding receipt of a correctly rendered invoice will strengthen future performance. Percentages are rounded to the nearest whole number.

Source: Home Care Service of NSW consolidated financial statements (FACS Annual Report 2013–14 Vol 2: Audited Consolidated Financial Statements).

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

### Aged analysis at the end of each quarter

Quarter	Current (i.e. within due date) \$	Less than 30 days overdue \$	Between 30 and 60 days overdue \$	Between 61 and 90 days overdue \$	More than 90 days overdue \$
<b>All suppliers</b>					
Sep-13	12,527	244	13	1345	0
Dec-13	12,365	6	0	0	1375
Mar-14	14,632	3	0	0	1375
Jun-14	19,635	1	0	1	0
<b>Small business suppliers</b>					
Sep-13	269	0	0	0	0
Dec-13	137	0	0	0	0
Mar-14	55	0	0	0	0
Jun-14	120	0	0	0	0

Note: All figures in dollars unless otherwise indicated.

Source: NSW Land and Housing Corporation financial statements (FACS Annual Report 2013–14 Vol 2: Audited Consolidated Financial Statements).

## Accounts due or paid within each quarter

Measure	Sep-13	Dec-13	Mar-14	Jun-14
<b>All suppliers</b>				
Number of accounts due for payment	155,955	155,988	143,971	150,386
Number of accounts paid on time	155,929	155,953	143,963	150,310
Actual percentage of accounts paid on time (based on number of accounts)	100%	100%	100%	100%
Dollar amount of accounts due for payment (\$)	238,943,545	241,871,945	209,337,904	458,542,185
Dollar amount of accounts paid on time (\$)	238,712,605	241,797,871	209,331,823	456,456,347
Actual percentage of accounts paid on time (based on \$)	100%	100%	100%	100%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts (\$)	0	0	0	0
<b>Small business suppliers</b>				
Number of accounts due for payment to small businesses	1522	1784	1242	1499
Number of accounts due to small businesses paid on time	1522	1784	1242	1499
Actual percentage of small business accounts paid on time (based on number of accounts)	100%	100%	100%	100%
Dollar amount of accounts due for payment to small businesses (\$)	6,740,222	6,863,401	5,229,187	8,781,185
Dollar amount of accounts due to small businesses paid on time (\$)	6,740,222	6,863,401	5,229,187	8,781,185
Actual percentage of small business accounts paid on time (based on \$)	100%	100%	100%	100%
Number of payments to small businesses for interest on overdue accounts	0	0	0	0
Interest paid to small businesses on overdue accounts (\$)	0	0	0	0

Note: Percentages are rounded to the nearest whole number.

Source: NSW Land and Housing Corporation financial statements (FACS Annual Report 2013–14 Vol 2: Audited Consolidated Financial Statements).

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## 3.20 Disclosure of controlled entities

### FACS (Cluster)

The FACS financial entity incorporates the department divisions of Ageing, Disability and Home Care, Home Care Service of NSW (HCS), Community Services, Strategy and Policy, Corporate Services, Housing NSW, Aboriginal Housing Office Group of staff (AHO), as well as departmental staff who provided employee-related services to NSW Businesslink Pty Ltd (Businesslink). FACS as a reporting entity comprises all divisions under its control as noted above as well as the HCS and the John Williams Memorial Charitable Trust.

The John Williams Memorial Charitable Trust is a special purpose reporting entity. The Trust owns eight properties in NSW which are used to provide respite and care accommodation for children with disability. The net book value of the properties is \$7.4 million at 30 June 2014. The Trust also has a cash balance of \$2.04 million at 30 June 2014. The cash balance is held in interest earning facilities and is to facilitate ongoing maintenance of the properties. The Trust has no performance targets or measures.

An administrative restructure resulting from changes to the Public Sector Employment and Management (Housing) Order 2013 during 2013–14 resulted in the group of staff providing personnel services to the NSW Land and Housing Corporation (LAHC), specifically in respect of managing the NSW Government's housing portfolio, being transferred to FACS, from 2 August 2013. LAHC did not have a controlling interest in any entity for the financial year ended 30 June 2014.

Under clause 8.3 of the Businesslink Shareholder's Agreement, and following Shareholder Ministers approval, the business operations of Businesslink including the responsibility of all Businesslink's existing assets, liabilities and staff entitlements were transferred into FACS on 30 June 2014.

Separate financial statements are prepared for non-controlled entities within the cluster, namely, AHO, Businesslink and LAHC.

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## 3.21 Credit card certification

### FACS (Department)

Credit card use by FACS (including the Aboriginal Housing Office, the Home Care Service of NSW and the NSW Land and Housing Corporation) was in accordance with NSW Government guidelines.

## 3.22 Membership of boards for FACS Statutory Bodies

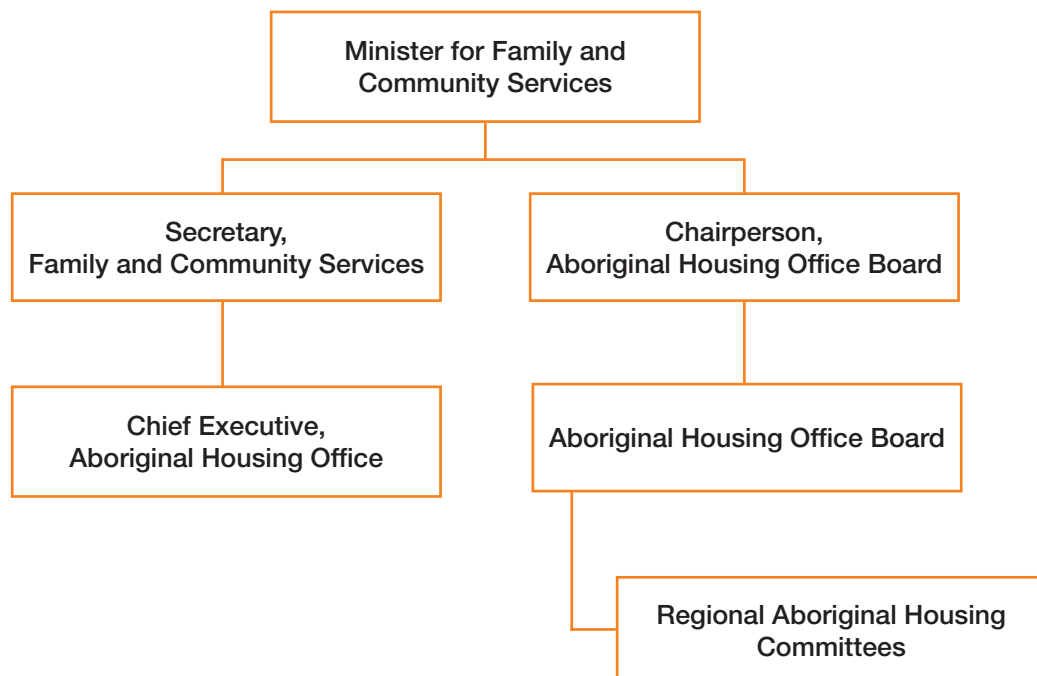
### Aboriginal Housing Office Board

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

The Board meets on a regular basis, usually bimonthly, for official meetings in various locations across the state. The current AHO Board is made up of 10 members, including the NSW AHO Chief Executive who is an ex officio member. With the help of the Regional Aboriginal Housing Committees (RAHCs) and the AHO, the Board's goal is to maximise opportunities for Aboriginal participation in policy development and program delivery.

#### The AHO Board's responsibilities include:

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



## Board Members

### Michelle Craig

#### Chairperson

Period of Appointment:

21 December 2011 to 20 December 2014.

Ms Craig was appointed to the Board by the Minister for Family and Community Services and attended all of the five meetings held in 2013–14.

### Gavin Brown

#### Board Member

Advanced Diploma in Financial Planning, Graduate Certificate in Business Administration.

Period of Appointment:

21 May 2013 to 21 May 2016.

Mr Brown was appointed to the Board by the Minister for Family and Community Services and attended four of the five meetings held in 2013–14.

### Wendy Morgan

#### Board Member

Period of Appointment:

21 May 2013 to 21 May 2016.

Ms Morgan was appointed to the Board by the Minister for Family and Community Services and attended four of the five meetings held in 2013–14.

### Beverly Manton

#### Board Member

Period of Appointment:

21 May 2013 to 21 May 2015.

Ms Manton was appointed to the Board by the Minister for Family and Community Services and attended five of the five meetings held in 2013–14.

### Guy Jones

#### Board Member

Period of Appointment:

21 May 2013 to 21 May 2016.

Mr Jones was appointed to the Board by the Minister for Family and Community Services and attended four of the five meetings held in 2013–14.

### Terrance (Bill) Pritchard

#### Board Member

Period of Appointment:

21 May 2013 to 21 May 2015.

Mr Pritchard was appointed to the Board by the Minister for Family and Community Services and attended five of the five meetings held in 2013–14.



## Stephen Ryan

### Board Member

Period of Appointment:

21 May 2013 to 21 May 2015.

Mr Ryan was appointed the Board by nomination from the NSW Aboriginal Land Council and attended three of the five meetings held in 2013–14.

## Norma Ingram

### Board Member

Period of Appointment:

21 May 2013 to 21 May 2015.

Ms Ingram was appointed to the Board by the Minister for Family and Community Services and attended five of the five meetings held in 2013–14.

## Paul Morris

### Board Member

Period of Appointment:

21 May 2013 to 21 May 2016.

Mr Morris was appointed to the Board by the Minister for Family and Community Services and attended four of the five meetings held in 2013–14.

## Mandy Young

### Board Member – ex officio – non voting

Bachelor of Social Work.

Period of Appointment:

24 March 2014 to 30 September 2014.

Ms Young was appointed to the Board by the Minister for Family and Community Services and was a Board participant for one official meeting held in 2013–14 period. Ms Young is the Chief Executive of the Aboriginal Housing Office.

## Paul Callaghan

### Board Member – ex officio – non voting

Period of Appointment:

8 April 2013 to 6 March 2014.

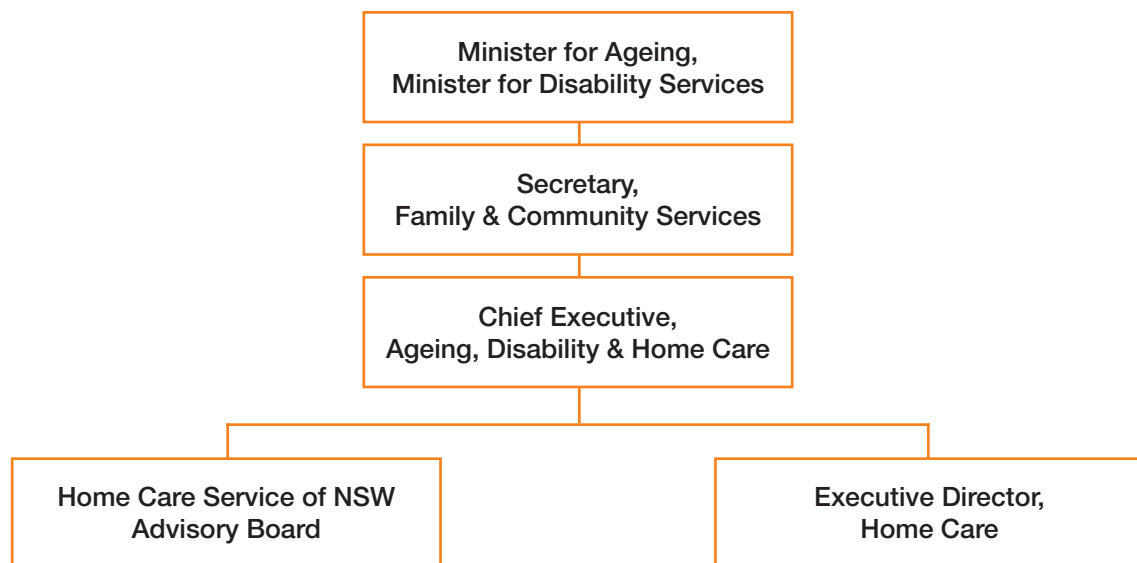
Mr Callaghan was previously appointed to the Board by the Minister for Family and Community Services on the 8 April 2013 until 7 April 2014. During this period there were four official meetings held and Mr Callaghan attended three of these meetings. Mr Callaghan is the former Chief Executive of the Aboriginal Housing Office.

## Home Care Service of NSW Advisory Board

The role of the Home Care Service of NSW Advisory Board is to advise and make recommendations to the Chief Executive of Ageing, Disability and Home Care on strategic matters affecting the Home Care Service of NSW (HCS) with an emphasis on:

- transitioning the HCS to new service arrangements under the National Reforms to Community Care
- promoting ongoing access and continuity of appropriate services for people in rural and remote areas, people with disability and people from culturally and linguistically diverse backgrounds
- promoting ongoing, equitable, appropriate and culturally responsive access to affordable services for Aboriginal and Torres Strait Islander people
- opportunities to contribute to a vibrant, flexible and responsive community care sector.

The HCS Board meets quarterly however in 2013–14 only two of the four meetings were held as recruitment for Board members was underway.



Governance of the Home Care Service of NSW sits within FACS.

## Board Members

### Jim Longley

#### Chairperson – ex officio member

Bachelor of Economics, Master of Economics.

Period of appointment:

1 July 2013 to 30 June 2014.

Mr Longley is the Chief Executive of Ageing, Disability and Home Care. He attended two meetings held in 2013–14.

### Bruce Alcorn

#### Board member

Bachelor of Arts/Bachelor of Social Work (University of Queensland), Master of Social Work (University of NSW), Commonwealth Public Service Executive Development Scheme, Diploma in Healthcare Philanthropy (University of Wisconsin).

Period of Appointment:

30 October 2013 to 29 October 2016.

Mr Alcorn was appointed to the Board by the Governor of NSW through an open selection process and attended two meetings held in 2013–14.

### Diana D'Ambra

#### Board member

Bachelor of Commerce (University of NSW), Masters of Commerce (University of NSW), Associate of Chartered Accountants, Fellow of Institute of Chartered Accountants.

Period of Appointment:

30 October 2013 to 29 October 2016.

Ms D'Ambra was appointed to the Board by the Governor of NSW through an open selection process and attended two meetings held in 2013–14.

### Susan Hatcher

#### Board Member

Bachelor of Health Science (Nursing Bioscience) (Charles Sturt University), Graduate Certificate in Intensive Care (ACN), Master of Health Services Management, (Charles Sturt University), Bachelor of Laws (First Class Hons.) (University of Technology), Graduate Certificate in Legal Practice (University of Technology), Diploma (Australian Institute of Company Directors).

Period of Appointment:

30 October 2013 to 29 October 2016.

Ms Hatcher was appointed to the Board by the Governor of NSW through an open selection process and attended one meeting held in 2013–14.

### Gillian McFee

#### Board Member

Bachelor of Social Studies (Hons.) (University of Sydney), Diploma of Urban and Regional Studies (Macquarie University), Master of Business Administration (Executive) (Australian Graduate School of Management, University of NSW), Graduate Job of the Chief Executive (JOCE) (Singapore Institute of Management with IMD Switzerland), Australian Institute of Company Directors Course (FAICD).

Period of Appointment:

30 October 2013 to 29 October 2016.

Ms McFee was appointed to the Board by the Governor of NSW through an open selection process and attended two meetings held in 2013–14.

## **Gary Morris (OAM)**

### **Board Member**

Diploma in Business (Governance) (Booroongen Djugun Ltd), Certificate IV Business (Governance) (Booroongen Djugun Ltd), Certificate IV in Workplace Assessment and Training (Booroongen Djugun Ltd), Aged Care Quality Assessors Course (NSW College of Nursing), Certificate IV in Business (Booroongen Djugun College), Certificate III in Business (Booroongen Djugun College), Category 1 Workplace Training (Macleay Valley Workplace Learning Centre Inc).

Period of Appointment:

30 October 2013 to 29 October 2016.

Mr Morris was appointed to the Board by the Governor of NSW through an open selection process and attended two meetings held in 2013–14.

## **Leanne Morton**

### **Board Member**

General Nursing Training (Royal Newcastle Hospital), Neuroscience Nursing certificate (Royal Prince Alfred Hospital), Intensive Care Nursing Certificate (Royal Newcastle Hospital).

Period of appointment:

16 February 2014 to 17 February 2017.

Ms Morton was appointed to the Board by the Governor of NSW through an open selection process and attended two meetings held in 2013–14.

## **Donna Murray**

### **Board Member**

Certificate III in Desktop Publishing, Certificate III in Office Administration and Financial Skills (Riverina Institute of TAFE), Certificate IV in Training and Assessment (Blended Learning Registered Training Organisation), Diploma of Events Management (Canberra Institute of Technology), University Certificate – Indigenous Governance (University of Arizona).

Period of Appointment:

16 February 2014 to 17 February 2017.

Ms Murray was appointed to the Board by the Governor of NSW through an open selection process and attended two meetings held in 2013–14.

## **Kevin Reilly**

### **Board Member – ex officio – non voting**

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

Period of Appointment:

22 April 2014 to 30 June 2014.

Mr Reilly is the Acting Executive Director of the Home Care Service of NSW. He attended one meeting held in 2013–14 period.

## **Jonathan Wassell**

### **Board Member – ex officio – non voting**

Bachelor of Commerce, Executive Master of Business Administration.

Period of appointment:

1 July 2013 to 17 April 2014.

Mr Wassell was the Executive Director of the Home Care Service of NSW until 17 April 2014. He attended one meeting held in 2013–14.

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## 3.23 Investment performance

### Aboriginal Housing Office

The Aboriginal Housing Office does not have any investments.

### Home Care Service of NSW

The Home Care Service of NSW (HCS) is a statutory body and has specific investment powers provided under the *Public Authorities (Financial Arrangements) Act 1987*. During the year, HCS continued to invest its surplus cash flows in the NSW Treasury Corporation (TCorp) Hour-Glass cash and medium and long term investment facilities. The rate of return on these facilities were 2.92 percent, 7.66 percent and 13.49 percent compared with respective benchmark rates of 2.68 percent, 7.58 percent and 13.57 percent.

### NSW Land and Housing Corporation

NSW Land and Housing Corporation (LAHC) derives its investment powers from Part 2, Schedule 4 of the *Public Authorities (Financial Arrangements) Act 1987* as amended. During the year, LAHC continued to invest its surplus cash flows in the TCorp Hour-Glass investment facilities and money market facilities with appropriately rated Australian banks and Australian subsidiaries of appropriately rated foreign banks. The rate of return on the investments was 3.77 percent compared to TCorp Hour-Glass rate 2.89 percent.

### Housing Reserve Fund

The Housing Reserve Fund forms part of LAHC. Short-term funds in the Housing Reserve Fund were invested with Australian banks and Australian subsidiaries of appropriately rated foreign banks. The rate of return was 3.69 percent compared to TCorp Hour-Glass rate 2.89 percent.

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## 3.24 Liability management performance

### Aboriginal Housing Office

The Aboriginal Housing Office does not have any debt.

### Home Care Service of NSW

The Home Care Service of NSW does not have any debt.

### NSW Land and Housing Corporation

At 30 June 2014, the nominal value of NSW Land and Housing Corporation's (LAHC) debt portfolio was \$991 million. This comprises \$748 million in advances from the Commonwealth Government, \$25 million in advances from the NSW Government, \$182 million in loans payable to NSW Treasury Corporation (TCorp) and \$36 million in loans from other sources.

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

For compliance purposes, the LAHC interest rate risk policy is measured in terms of modified duration. The modified duration range applied for the financial year ended 30 June 2014 was 3.30, +/-0.30 (see table below).

During 2013–14, LAHC repaid \$41 million of its debts (\$29 million to the Commonwealth Government and \$12 million to the NSW Government).

#### Debt Performance

Modified duration for year ended	Position	Limit
30 June 2014	3.4953	3.00 – 3.60



## 3.25 Digital Information Security Policy



### Digital Information Security Policy Annual Attestation Statement for the 2013-2014 Financial Year for Department of Family and Community Services

#### Preamble

*Information Security is important to all divisions of the Department Family and Community Services and a risk-based approach is taken with regards to the implementation of security controls. Due to the diverse environments within the Department of Family and Community Services, there are both areas demonstrating consistent practice and areas where a forward work program is maturing the ISMS. A forward program of work is ensuring a consistent approach to information security is applied across the Department of Family and Community Services.*

#### Attestation Statements

*I, Michael Coutts-Trotter, am of the opinion that the Department of Family and Community Services had an Information Security Management System in place during the financial year being reported on consistent with the Core Requirements set out in the Digital Information Security Policy for the NSW Public Sector.*

*I, Michael Coutts-Trotter, am of the opinion that the security controls in place to mitigate identified risks to the digital information and digital information systems of the Department of Family and Community Services are adequate for the foreseeable future. Risk assessments performed during the year identified several areas requiring improvement. Plans to address these areas, including the transition to an information classification and labelling scheme, have been developed and are in implementation. The work to address these specific areas will be completed by April 2015.*

*I, Michael Coutts-Trotter, am of the opinion that all Public Sector Agencies, or part thereof, under the control of the Department of Family and Community Services with a risk profile sufficient to warrant an independent Information Security Management System have developed an Information Security Management System in accordance with the Core Requirements of the Digital Information Security Policy for the NSW Public Sector.*

*I, Michael Coutts-Trotter, am of the opinion that, where necessary in accordance with the Digital Information Security Policy for the NSW Public Sector, certified compliance with AS/NZS ISO/IEC 27001 Information technology - Security techniques - Information security management systems - Requirements had been maintained by all or part of the Department of Family and Community Services and all or part of any Public Sector Agencies under its control.*

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

Michael Coutts-Trotter  
Secretary

Date: 4.8.14



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# Contact information

## Department of Family and Community Services

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Locked Bag 3002, Australia Square NSW 1215  
Ph: (02) 9377 6000  
Email: [facsinfo@facs.nsw.gov.au](mailto:facsinfo@facs.nsw.gov.au)

## Aboriginal Housing Office

Level 6, 33 Argyle Street  
PO Box W5 Westfield  
Parramatta NSW 2150  
Ph: (02) 8836 9444  
Freecall: 1800 727 555  
Fax: (02) 9635 3400  
Email: [ahoenquiries@facs.nsw.gov.au](mailto:ahoenquiries@facs.nsw.gov.au)  
Web: [www.aho.nsw.gov.au](http://www.aho.nsw.gov.au)

## Home Care Service of NSW

Level 5, 83 Clarence Street  
Sydney NSW 2000  
Ph: (02) 9377 6000

## NSW Land and Housing Corporation

Level 2, 223-239 Liverpool Road  
Ashfield NSW 2131  
Ph: (02) 9377 6000

If you wish to contact a district office please see the FACS website for district contact details:  
[www.facs.nsw.gov.au/about\\_us/contact\\_us](http://www.facs.nsw.gov.au/about_us/contact_us)

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

Copies of this report are 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 2013–14 is \$0.



# NSW



Family &  
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