



Family &
Community
Services



Family and Community Services Annual Report 2014-15

Volume 1

Performance and activities report

Letter to the Ministers

The Hon. Brad Hazzard MP

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

The Hon. John Ajaka MLC

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

The Hon. (Pru) Prudence Goward MP

Minister for Mental Health
Minister for Medical Research
Assistant Minister for Health
Minister for Women
Minister for the Prevention of Domestic Violence and Sexual Assault
Parliament House
Sydney NSW 2000

Dear Ministers

I am pleased to submit the *Family and Community Services (FACS) Annual Report 2014–15* 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 tabling of the report in parliament, it will be available for public access on the FACS website at www.facs.nsw.gov.au

Yours sincerely



Michael Coutts-Trotter

Secretary

About this report

The *Family and Community Services (FACS) Annual Report* covers the operations and financial performance of the FACS cluster for 2014–15 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

Volume 2: Audited financial statements

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

- Department of Family and Community Services
- Home Care Service of NSW
- Home Care Service Staff Agency
- John Williams Memorial Charitable Trust

2. Aboriginal Housing Office

3. NSW Land and Housing Corporation

4. Home Purchase Assistance Fund

Volume 3: Funds granted to non-government organisations 2014–15.

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

The FACS Annual Statistical Report for 2014–15 expands 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.

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*.

The Home Purchase Assistance Fund financial statements are included, in the interests of full disclosure, given the responsibility for administration of the Home Purchase Assistance Fund within the state’s ministerial housing portfolio. The Home Purchase Assistance Fund financial statements are not consolidated into those of the department or the NSW Land and Housing Corporation.

Machinery of government changes impacting Women NSW and the Office of Communities (excluding Aboriginal Affairs NSW), which came into effect on 1 July 2015, will be reflected in next year’s annual report.

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Secretary's message



Family and Community Services (FACS) is committed to delivering services that have a lasting impact on the lives of the people we serve. Over the past year, our efforts have continued to focus on breaking the cycle of disadvantage. We have worked closely with people to help them become more capable, resourceful and self reliant in communities that promote inclusion and participation.

We work in an environment of increasing complexity, where the continued demand for services presents both new challenges and opportunities. In response, we implemented new approaches to drive improvements in the way we deliver our services. We made significant progress in working in a better, more coordinated way to provide more effective and targeted services that achieve better outcomes for our clients. For instance, we have:

- continued implementing the *Safe Home for Life* reforms, which aim to provide a permanent and stable home for life for every child. Our program of reforms to support caseworkers also commenced, and has been successful in improving the effectiveness of the child protection system in NSW
- moved forward in achieving our goal of creating a fairer and more sustainable future for social housing, releasing *Social Housing in NSW: A discussion paper for input and comment* and holding forums with social housing tenants and representatives
- funded much needed re-investment in social housing through the sale of high value properties at Millers Point, to allow more people on the waiting list to be housed
- moved ahead of schedule in rolling out the *National Disability Insurance Scheme* (NDIS) in NSW, and successfully completed year two of a three-year trial in the Hunter region
- expanded the *Staying Home Leaving Violence* program to help more women who wish to live separately from a violent partner, but remain at home.

Underpinning delivery of our major reforms and initiatives is the organisational change undertaken within FACS so that our work is more cohesive and integrated. Over the past year our central office has been transformed so that it better supports our staff working in districts and on the frontline. We now have in place an improved structure, comprising 15 districts which support more localised planning and decision making. This structure also enables us to work better with our partners to meet the needs of local people and communities.

Looking forward, we will maintain our strong focus on delivering high quality services that result in better long-term outcomes for people. We will do this by improving the way we commission and deliver services, developing a FACS Client Service Charter and establishing a framework to better monitor and track outcomes for our clients. We will also continue to work to strengthen our partnerships within government and non-government organisations to ensure services are delivered in the most effective way.

Great work happens when good people work together with trust and purpose. We embrace the challenges ahead and will continue to work with great focus and commitment to build inclusive and supportive communities for NSW.

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

Michael Coutts-Trotter
Secretary

Part 1 Introduction



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

1.1 Who we are and what we do

The Family and Community Services (FACS) cluster supports vulnerable people and families across NSW through its own services and through funding non-government organisations (NGOs), by providing local community-based and support programs.

The work undertaken by FACS is broad and challenging. FACS strives to improve lives and achieve its vision of empowering people to live fulfilling lives and achieve their potential in inclusive communities 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 works with people, families and communities to improve their lives and realise their potential by focusing on building capabilities, and breaking rather than managing disadvantage. Many of the people that FACS works with have multiple and complex needs. They often have to manage several issues such as substance misuse, domestic and family violence, mental or chronic health issues, unemployment, poverty and intergenerational disadvantage.

Domestic and family violence is one of the key reasons people access homelessness services.¹ Other than abuse and neglect, it is also one of the main issues reported for children and young people at risk of significant harm.² NSW Police records of domestic violence related assault have been increasing by 2.0 per cent on average per year over the last 5 years.³ This means individuals and families often require support from a range of FACS services during their lifetime.

As the population grows and undergoes demographic change, there is additional pressure on demand for FACS services. With advances in medical care, people with disability and older people are living longer which represents both challenges and opportunities. The proportion of people aged 65 and over is projected to increase to 22 per cent by 2041⁴, increasing the need for disability and other services.

The growing complexity of client needs is resulting in increasing demand across all FACS service areas. It is also requiring us and our partners to use more innovative approaches and models of service delivery. We need to work more strategically and target our resources to achieve the maximum benefit for those most in need. This requires an increasingly flexible, responsive and integrated approach in order to help our clients more effectively.

1 Australian Institute of Health and Welfare Specialist Homelessness Services Collection 2013–14.

2 Community Services Annual Statistical Report 2012–13.

3 NSW Bureau of Crime Statistics and Research, NSW Recorded Crime Statistics Quarterly Update June 2015.

4 Department of Planning and Environment, NSW Population Projections 2013.

Our most significant challenges include:

- addressing the pressure on our child protection system to meet the continued demand of children and young people at risk of abuse and neglect
- increasing demand for social housing and a lack of affordable housing
- providing effective person-centred supports for people with disability, which also has a focus on supporting them to achieve their full potential
- meeting the needs of an ageing population, such as health services and transport
- supporting the ageing carer population as carers contribute significantly to informal care and support for people with disability
- improving access to affordable, quality and culturally appropriate housing for Aboriginal people
- reducing the number of Aboriginal people who are homeless and Aboriginal children and young people in out-of-home care.

Our direction

The [FACS Strategic Statement](#), released in June 2014, sets out the vision, values and objectives of the FACS cluster.

FACS Strategic Statement objectives

Children and young people are protected from abuse and neglect, and have the best possible lives

Increase the proportion of children and young people in safe and stable homes.
Help families earlier and with better services so that children are able to live safely with their parents.
Provide more children at risk of significant harm with a face-to-face response.
Improve the outcomes of our most vulnerable children and young people in care.
Improve the safety of Aboriginal children and young people with child protection concerns.

People with disability are supported to realise their potential

Increase the number of people with disability who make decisions about their supports.
Prepare for the full rollout of the NDIS by July 2018.

Social housing assistance is used to break disadvantage

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

People are assisted to participate in social and economic life

Assist seniors to be healthy and active as they age.
Reduce barriers to people with disability participating in daily life.
Increase the proportion of women on boards.
Increase the number of women in non-traditional trades.

People experiencing domestic and family violence, or are at risk of it, are safer

Improve the response to domestic and family violence.
Increase the availability of early intervention and tailored support to meet individual needs.

Aboriginal people, families and communities have better outcomes

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

The *Strategic Statement* outlines FACS commitment to customer service. Through our work we will:

- put people first
- create local solutions tailored to meet local needs
- work with government, non-government and community partners to reach more people with better services
- aim to build an agile and cohesive department that leads and delivers social policy reform.

Major reforms

During the 2014–15 financial year, FACS implemented several new initiatives and continued progressing a number of large-scale reforms including:

- the *Safe Home for Life* reform program, which includes child protection legislative reforms, new policy and practice and a replacement of frontline technology systems. This program will provide more services and better outcomes for more children at risk and in care
- the *Practice First* model of child protection service delivery, which aims to change practice culture to increase the time caseworkers spend working directly with families, reduce the number of children and young people being re-reported as being at risk of significant harm, and make children, families and other agencies part of decision making processes
- commencing major reform of the social housing system with the release of a paper, *Social Housing in NSW: A discussion paper for input and comment*, which sought involvement of communities in developing social housing directions for NSW. The reforms aim to provide opportunities and pathways for client independence and a system that is fair and sustainable
- the *National Disability Insurance Scheme* roll-out, where people with disability living in the Hunter region are participating in a trial which aims to ensure a seamless transition to the new system
- the Specialist Homelessness Services reform focusing on improvements to the quality of, and access to, specialist homelessness services, and delivering a better balance between early intervention, crisis and post-crisis support
- *It Stops Here: Standing together to end domestic and family violence in NSW*, a framework for reform that has the goal of delivering an integrated and coordinated state-wide system to ensure the safety of victims and their families.

Our people

Over 20,000 people work together at FACS to design, deliver and commission services that are integrated to help people and communities. The FACS workforce consists of strongly committed and dedicated people with a range of skills, qualifications and experience.

FACS works in partnership with the non-government sector and other government agencies to improve the lives of people in NSW. All staff and our partners are encouraged and supported to find innovative solutions to improving outcomes for individuals and the community.

In 2014–15, the re-alignment of central parts of FACS focused on ensuring the best possible structure to provide support for integrated services, delivered locally to our clients. FACS continues to move towards full implementation of the *Government Sector Employment Act 2013* to further increase workforce mobility and flexibility.

Our structure

FACS is currently undergoing significant internal re-alignment in order to build an agile and cohesive department that is well positioned to deliver on its reform priorities into the future. FACS underwent significant structural change during 2014–15, undertaking a wide-ranging re-alignment of the FACS central office.

Under OneFACS, we are re-aligning our capabilities and functions to streamline internal services and contact points. This will create a simpler, more effective organisation, and importantly, improve support for FACS districts. OneFACS will also ensure that FACS fully reflects the principles of the NSW Government's *Government Sector Employment Act 2013* and that we operate within available resources.

In 2014–15, the FACS cluster included the following bodies.

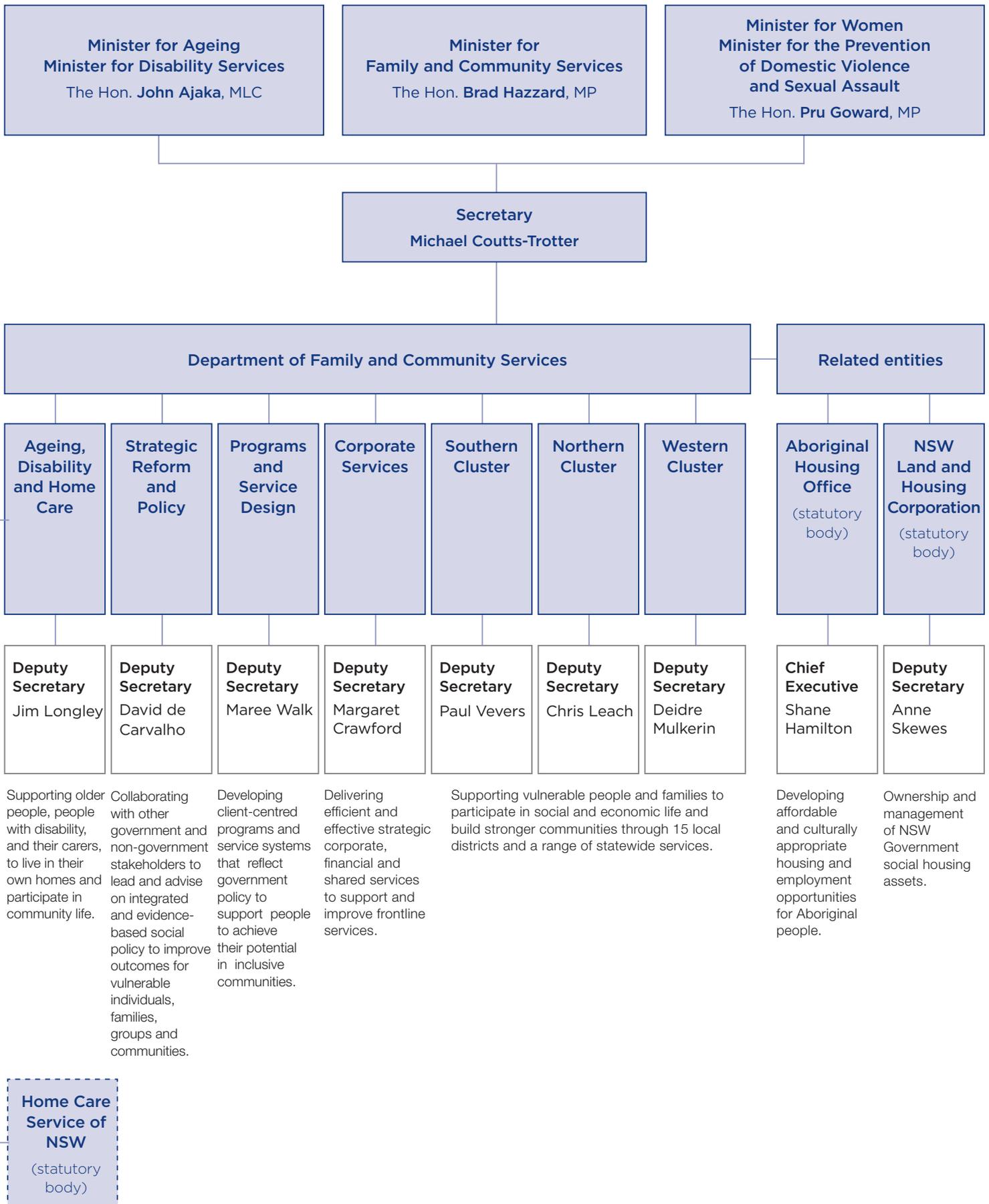
Department of Family and Community Services

- Three clusters which include 15 districts and Statewide Services
- Four divisions:
 - Ageing, Disability and Home Care
 - Strategic Reform and Policy
 - Programs and Service Design
 - Corporate Services

Other related entities

- Aboriginal Housing Office: a not-for-profit entity that plans and administers the policies, programs and asset base for Aboriginal housing in NSW.
- 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 which owns and manages 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.
- John Williams Memorial Charitable Trust: a trust that oversees properties providing respite and care accommodation for children with disability.
- Home Purchase Assistance Fund: a fund was established by a trust deed dated 14 February 1989 which operates as a not-for-profit entity for the purpose of supporting and administering the state's home purchase programs.

FACS organisational chart



1.2 Our financial performance

This section of our annual report provides a snapshot of the agencies' financial performance during the 2014–15 financial year encompassing:

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

All audited financial statements can be found in Volume 2 of the *FACS Annual Report 2014–15*.

Note: The assets and liabilities of NSW Businesslink Pty Ltd were transferred to the FACS cluster on 30 June 2014. Since 1 July 2014, the operations of the entity previously known as NSW Businesslink Pty Ltd are reported as a part of FACS.

FACS financial reporting structure

Part 1 – Department of Family and Community Services financial reporting entity

Department of Family and Community Services (NSW Government department)

Financial report contains the financial information for the Department of Family and Community Services.

Also includes financial information on FACS staff who work with the Aboriginal Housing Office and the NSW Land and Housing Corporation.

Home Care Service of NSW (statutory body)

Financial report contains Home Care Service Staff Agency financial statements

John Williams Memorial Charitable Trust (special reporting entity)

Financial report contains John Williams Memorial Charitable Trust financial statements

Part 2 – Aboriginal Housing Office (statutory body)

Separate financial and reporting entity

Financial statements found in Vol 2 Part 2 FACS Annual Report 2014–15

Part 3 – NSW Land and Housing Corporation (statutory body)

Separate financial and reporting entity

Financial statements found in Vol 2 Part 3 FACS Annual Report 2014–15

Financial performance of FACS cluster

FACS total revenue for the year was \$5.602 billion. The vast majority of revenue was provided through appropriation and grants (\$5.201 billion) by the NSW and Commonwealth governments and through the provision of goods and services (\$281 million).

In 2014–15, FACS spent \$5.507 billion in delivering services across NSW and \$207.4 million on capital works. The largest category of expenditure was in the delivery of major services and programs including: Disability Services, Commonwealth Home and Community Care, State Community Care Services, Community Support, Out-of-Home Care, Prevention and Early Intervention, Statutory Child Protection, Aboriginal Housing, Homelessness services, Social Housing Assistance and Tenancy Management. Many of these programs are delivered by NGOs on behalf of FACS. Other items of expenditure included employee-related expenses (\$1.732 billion), other operating expenses (\$412.7 million) and depreciation and amortisation (\$88.1 million).

FACS major expenditure categories

Expenses	2013–14 \$m	2014–15 \$m	2015–16 Budget \$m
Delivery of major programs	3014.4	3274.4	3857.3
Employee-related	1702.4	1732.2	1559.2
Other operating expenses	492.9	412.7	428.7
Depreciation and amortisation	79.3	88.1	84.4
Capital expenditure on new dwellings and minor works and intangibles	150.0	169.8	209.1

Source: Department of Family and Community Services consolidated financial statements (FACS Annual Report 2014–15 Vol 2: Audited Consolidated Financial Statements).

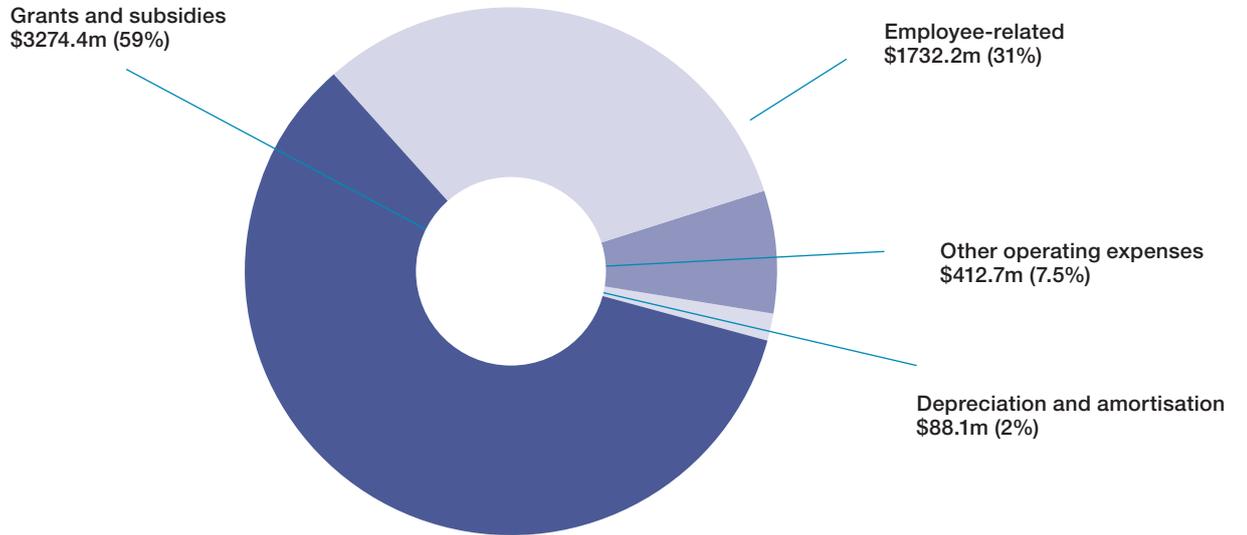
FACS net result for 2014–15 was \$101.9 million compared to a budget of \$175.6 million, a variance of \$73.8 million. This variation is attributed to lower expenditure (\$165.7 million) and revenue (\$247.9 million) partially offset by other gains and losses (\$8.4 million).

Expenditure was lower than budget by \$165.7 million mainly due to payments of \$97.8 million for AHO shown as transfer payments and lower other operating and grant expenditure of \$81.7 million associated with timing of payments between financial years. This was offset by higher employee expenses (\$22.3 million) mainly associated with additional employee oncost for long service leave. The lower than budget total revenue of \$247.9 million is mainly due to lower recurrent appropriations associated with timing of grant payments (\$123 million), appropriations to AHO shown as transfer payments (\$97.8 million), lower capital appropriations due to timing of capital works (\$59.6 million) and a reduction in sale of goods and services (\$24.2 million). Offsetting this was additional grants and contributions (\$30.1 million) and acceptance by the Crown Entity of employee benefits primarily associated with higher long service leave recoveries from the Crown Entity (\$26.4 million).

FACS expenses and revenue

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

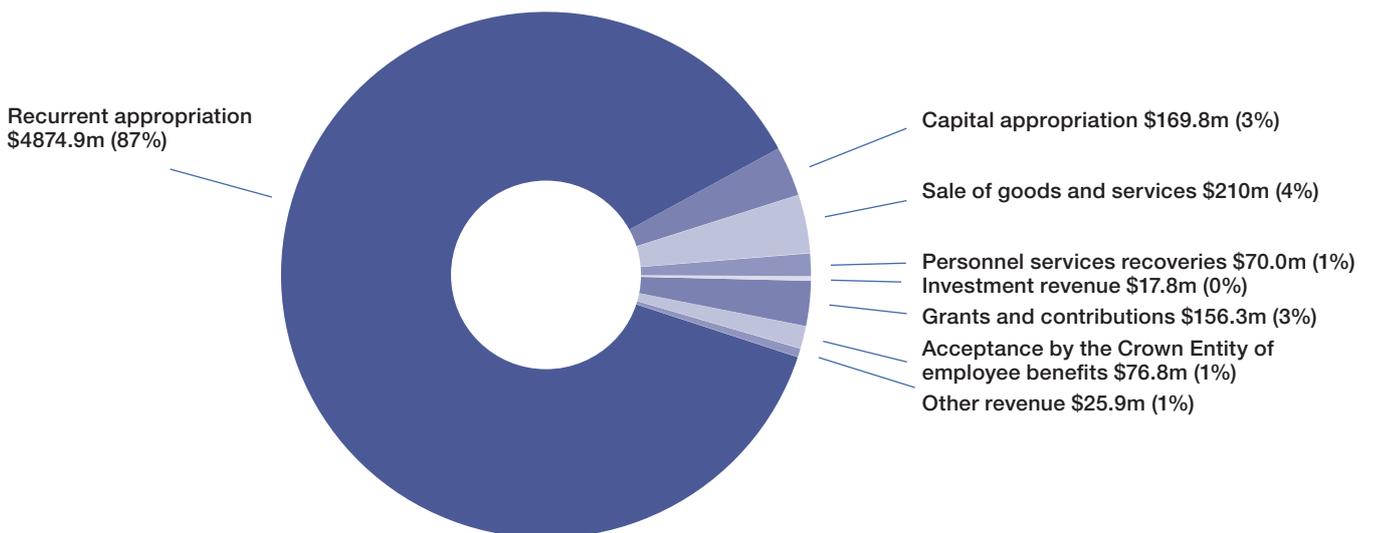
2014–15 Department consolidated expenses by major categories



Note: Percentages do not total 100 due to rounding.

Source: Department of Family and Community Services consolidated financial statements (FACS Annual Report 2014–15 Vol 2: Audited Consolidated Financial Statements).

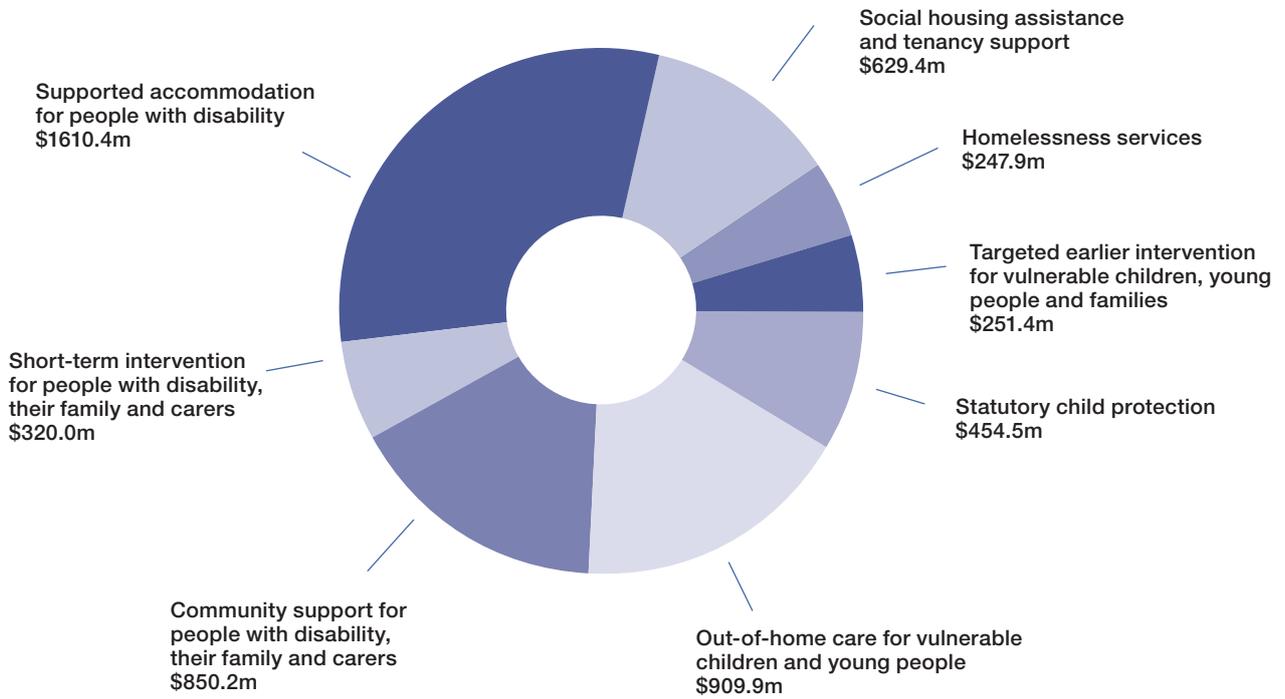
2014–15 Department consolidated revenue by major categories



Source: Department of Family and Community Services consolidated financial statements (FACS Annual Report 2014–15 Vol 2: Audited Consolidated Financial Statements).

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

**2014–15 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 2014–15 Vol 2: Audited Consolidated Financial Statements).

Financial performance of FACS statutory bodies

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

Home Care Service of NSW

The Home Care Service of NSW (HCS) is a statutory body (not-for-profit entity) established under the *Home Care Service Act 1988*.

Total revenue for the year comprised of \$238 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 financial year was \$233.3 million. The major expenses were employee-related (\$174.1 million), other operating expenses (\$58 million) and depreciation (\$1.2 million). The capital program for the financial year was \$129,000 for minor equipment. Net assets as at 30 June 2015 were \$45.8 million.

Home Care Service of NSW expenditure categories

Expenses	2013–14 \$m	2014–15 \$m	2015–16 Budget \$m
Employee-related	176.5	174.1	190.2
Other operating expenses	58.8	58.0	38.1
Depreciation and amortisation	2.0	1.2	0.5
Capital expenditure on minor equipment	0.6	0.1	3.0

Source: Department of Family and Community Services consolidated financial statements (FACS Annual Report 2014–15 Vol 2: Audited Consolidated Financial Statements).

Aboriginal Housing Office

The AHO is a statutory body established under the *Aboriginal Housing Act 1998* as a not-for-profit entity. The AHO plans, develops and delivers housing programs and services to assist Aboriginal people and is grounded in the principles of self-determination and self-management for Aboriginal people.

Total revenue for the year comprised of \$156.7 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 financial year was \$106.2 million of which the major expenses were property repairs, maintenance and utilities (\$36.2 million), grants and subsidies (\$29.1 million) and personnel services (\$11.6 million). The capital program for the financial year for new dwellings for Aboriginal tenants was \$46.3 million. Net assets as at 30 June 2015 were \$1.6 billion.

Aboriginal Housing Office expenditure categories

Expenses	2013–14 \$m	2014–15 \$m	2015–16 Budget \$m
Property repairs, maintenance and utilities	42.1	36.2	35.8
Grants and subsidies	36.4	29.1	41.6
Personnel service costs	14.2	11.6	12.4
Other operating expenses	14.1	14.5	15.0
Depreciation and amortisation	12.9	14.8	16.1
Capital expenditure on new dwellings and minor works	50.1	46.3	46.6

Source: Aboriginal Housing Office financial statements (FACS Annual Report 2014–15 Vol 2: Audited Consolidated Financial Statements).

NSW Land and Housing Corporation

LAHC is a statutory body responsible for the ownership and management of the NSW Government's social housing portfolio. LAHC is a public trading enterprise established under the *Housing Act 2001*. The entity owns and manages nearly 130,000 properties and other assets valued at approximately \$39.3 billion.

The major source of revenue for LAHC is rental income.

NSW Land and Housing Corporation expenditure and revenue categories

Revenue	2013–14 \$m	2014–15 \$m	2015–16 Budget \$m
Net rent and other tenant charges	820.5	851.9	876.9
Government grants	167.3	164.0	143.8
Interest received	11.0	8.5	1.0
Other revenue	58.5	95.6	25.4
Total revenue	1057.3	1120.0	1047.1
Expenses			
Repairs and maintenance	223.0	272.2	284.9
Council and water rates	217.0	220.9	230.6
Personnel services expenses	53.4	55.5	68.5
Depreciation and amortisation	326.8	361.6	401.6
Grants and subsidies	487.8	87.9	3.3
Other expenses	332.6	324.3	315.3
Total expenses excluding losses	1640.6	1322.4	1304.2
Loss on disposal	43.6	36.6	36.9
Net result for the year	(626.9)	(239.0)	(294.0)

Source: NSW Land and Housing Corporation financial statements
(FACS Annual Report 2014–15 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 2014–15, 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 Working with local communities
- 2.2 Protecting
- 2.3 Supporting
- 2.4 Enabling

2.1 Working with local communities

In 2014–15, FACS continued to embed the structure of the 15 districts that were created in September 2013. This was the second year of implementing localisation reforms, creating an integrated service delivery system tailored to meet the needs of individuals, families and communities. Our services are more flexible and responsive to ensure we are making a real difference in our clients' lives.

Progress in 2014–15

In 2014–15, FACS new and innovative approaches to working together across the districts included:

- operational models for each district to ensure the successful integration of services and implementation of a person-centred approach to the services we deliver
- using forums across the districts in collaboration with other government departments and non-government partners to raise awareness of services and to identify opportunities for collaboration to provide holistic support to our clients
- ongoing work across the FACS business streams to identify barriers to local decision making and to deliver solutions to achieve better client outcomes
- establishment of a contact directory tool called *Patchwork* as part of the *ChildStory* program across five districts, which has assisted child protection workers to strengthen collaboration and coordination across organisations leading to better outcomes for children and young people
- 25 pilot projects, under the umbrella of Collective NSW, with the aim of better coordinating government agencies and the non-government and private sector to deliver integrated services to vulnerable people
- completion of 19 major co-locations since the commencement of localisation, incorporating open, safe and friendly client service environments while increasing operational effectiveness and self-service capabilities for clients.

Examples of district work included:

- establishment of effective relationships with other government and non-government partners to support tailored services for our clients: the Illawarra Shoalhaven District created a *One Place Service Centre* which hosts FACS, mental health, education and NGO services in one building. The centre also provides personalised referrals to NGOs so families no longer need to retell their story to multiple agencies, or have to navigate a complex service system
- improved service planning, development and management to facilitate and support responsive, flexible and integrated service: the Nepean Blue Mountains District established a local Integrated Complex Case Panel with input from partner agencies to ensure that it responds to local client and community need. The panel had success in facilitating outcomes for clients through integration across homelessness, disability support and child protection needs for families
- improved capability of our staff to provide services that better meet the needs of our clients: the South West Sydney District initiated a pilot of a *Short-Term Placement* program, to improve case coordination and increase collaboration by staff rotation to other service streams. Feedback from the 41 participants was positive and staff are now working together to further improve processes and client outcomes.

FACS districts



2.2 Protecting

FACS objectives

FACS is focused on working with children and young people to improve their lives and ensure they are safe from abuse and neglect. FACS also works to protect, prevent and support those who are at risk of, or experiencing, domestic and family violence. FACS will achieve 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 can remain safely at home
- providing more children at risk of significant harm (ROSH) with a face-to-face response
- improving the outcomes of our most vulnerable children and young people in care
- improving the safety of Aboriginal children and young people with child protection concerns
- improving the response to domestic and family violence
- increasing the availability of early intervention and tailored support to meet individual needs.

Outcomes and highlights: Children and young people

Early support for vulnerable children, families and communities

FACS strives to achieve the best outcomes for vulnerable children, young people and their families. In 2014–15, FACS invested \$145.7 million for nine targeted early intervention programs, provided by over 550 service providers to help families that need additional support to ensure they don't reach crisis point or require child protection intervention at a later stage. *Brighter Futures*, *Community Builders*, *Youth Hope*, *Families NSW*, *Aboriginal Child and Family Strategy* and *Child, Youth and Family Support* are some of the main early intervention programs providing age-appropriate interventions to support vulnerable children, families and communities.

The *Youth Hope* trial focused on assessing and supporting children and young people at ROSH and their families through a range of interventions building parenting capacity and improving life skills. In 2014–15, the trial delivered services to at least 400 at risk 9–15 year olds and tested a range of intervention models. *Families NSW* provided support to 29,400 families expecting a baby or with children up to eight years of age. The *Child, Youth and Family Support* program reached over 55,000 vulnerable children, young people, and their families, and played an important role in preventing problems from escalating and reducing the demand for more intensive services.

Child protection

In 2014–15, under the *Safe Home for Life* reforms the focus has been to keep families together where it is safe to do so and to ensure that children have a stable safe environment in which to grow up.

Supporting these reforms we have over 2000 caseworkers undertaking one of the most challenging jobs in NSW. We focused on supporting caseworkers by providing additional funding to create 73 new casework support worker positions and rolled out new frontline technology systems and simplified existing systems, enabling caseworkers to spend more time working face-to-face with children, young people and their families. Additionally, there are 65 psychologists in Community Services Centres across NSW supporting caseworkers through consultations to inform case planning and provide interventions for vulnerable families.

In 2014–15, the number of ROSH reports received remained relatively stable when compared to 2013–14. FACS has been able to assess a greater percentage of children and young people reported at ROSH. The number of children and young people involved in ROSH reports who received a face-to-face assessment has increased by seven per cent, from 19,334 in 2013–14 to 20,603 in 2014–15. From 1 July 2014, under a program called *Brighter Futures*, lead agencies commenced working with children and families at ROSH to ensure more children and families at high risk receive a face-to-face response.

Practice First was expanded to an additional 14 Community Services Centres in October 2014 to support practitioners to achieve safety for children through skilful practice, shared management of risk and the building of genuine relationships with the families and communities in which they work.

Out-of-home care

FACS will, where possible and safe to do so, work with families to help them keep their children safe or, if necessary, provide out-of-home care (OOHC) for their children. While FACS prioritises keeping families together safely, there are some circumstances where it is not possible for children and young people to live at home safely. In these circumstances, a stable placement in OOHC is the best option.

Under *Safe Home for Life*, changes have been made to NSW child protection laws introducing permanent placement principles for children and young people. This means less moving around and being able to go to the same school and keep the same group of friends. Adoption is now considered earlier for children and young people who are unable to live with their parents. The number of adoptions of children and young people in OOHC has increased from 82 in 2013–14 to 87 in 2014–15.

FACS continued to transfer the delivery of OOHC to the NGO sector in order to achieve better support for vulnerable children and young people in OOHC. NGOs are trusted by the community and can provide flexible service responses in line with children and young peoples' needs. In 2014–15, \$50.8 million was invested to transfer OOHC to the NGO sector. As a result 54 per cent of children and young people in statutory OOHC are managed by NGO services.

Social Benefit Bonds

The Newpin restoration program, funded by the innovative Social Benefit Bonds scheme, continued to provide intensive family support in 2014–15. Sixty-six children were successfully restored to their families at home from OOHC, in the first two years of the five-year bond.

The Benevolent Society Social Benefit Bond continued to provide its *Resilient Families* program to reduce the number of children entering care.

Outcomes and highlights: Reducing and preventing domestic and family violence

In 2014–15, FACS continued the reform of domestic and family violence services under the program *It Stops Here: Standing together to end domestic and family violence in NSW*. Key achievements included:

- investing \$850,000 to operate *Safer Pathway* in two sites, Orange and Waverley, and preparing for the rollout to four additional sites on 1 July 2015. *Safer Pathway* is a new way of assessing safety, making referrals and coordinating services for victims, to ensure they are safe now and in the future
- investing \$1.76 million to pilot four new community-based *Men's Behaviour Change* programs to work with men to change their violent and controlling behaviours toward partners, children and family members
- funding of \$500,000 for the *Domestic and Family Violence Skills Development Strategy*, to provide education, training and professional development to frontline non-government workers who support victims of domestic and family violence in NSW.

FACS continued to implement the *Integrated Domestic and Family Violence Services* program supporting 11,933 adults and children in 2014–15. The program has provided direct services to support clients to keep themselves and their families safe, and refer perpetrators to domestic violence change programs.

Staying Home Leaving Violence provided intensive support to 5524 women and children to remain safely in their own home with \$4.6 million in grants. Under *Staying Home Leaving Violence*, personal alarms were used by 135 women, with police attending nine incidents, resulting in five arrests and 23 charges.

The *Start Safely* program provided access to stable, private rental housing to eligible people who had experienced domestic or family violence. In 2014–15, FACS provided \$7.9 million to assist 1815 households, including 2787 children to leave domestic and family violence with a time-limited private rental subsidy.

Operational performance overview

In 2014–15, FACS expenditure included:

- \$251.4 million for targeted earlier intervention for vulnerable children, young people and families
- \$454.5 million for statutory child protection
- \$909.9 million for OOHC for vulnerable children and young people.

	2012–13	2013–14	2014–15
Early support for vulnerable children, families and communities¹			
Number of families participating in <i>Brighter Futures</i> at 30 June	2579	2726	2943
Child protection¹			
Number of children and young people involved in at least one child/young person concern report	103,645	109,583	110,842
Number of children and young people concern reports	246,173	265,071	268,051
Number of children and young people at ROSH	64,470	73,678	73,522
Number of ROSH reports ²	104,817	125,994	126,146
Rate of children and young people at ROSH per 1000 population	39.1	44.1	43.7
Number of children and young people involved in ROSH reports who received a face-to-face assessment	17,981	19,334 ³	20,603
Number of ROSH reports with face-to-face assessment completed	29,403	33,066	35,433
Rate of children and young people in ROSH reports with face-to-face assessment completed per 1000 population	10.9	11.6	12.2
Percentage of ROSH reports with face-to-face assessment completed	28.1%	26.2%	28.1%
Out-of-home care¹			
Number of children and young people in OOHC at 30 June ⁴	18,300	18,950	19,880 (17,585 excluding guardianship orders)
Rate of children and young people in OOHC per 1000 population ⁴	11.1	11.3	11.8 (10.5 excluding guardianship orders)
Number of children and young people in statutory OOHC with NGOs at 30 June	5028	6662	7525
Percentage of children and young people in statutory OOHC with NGOs	40.7%	50.9%	54.0%
Number of children and young people in OOHC who have been adopted	78	82	87
Number of children and young people on guardianship orders at 30 June	n/a	n/a	2418
Rate of children and young people on guardianship orders per 1000 population	n/a	n/a	1.4
Reducing and preventing domestic and family violence			
Number of women and children supported under <i>Staying Home, Leaving Violence</i> ⁵	4600	4500	5524
Number of calls to the Domestic Violence Line ⁶	21,628	21,871	20,110

- 1 Source: KiDS and KiDS/MDS – Corporate Information Warehouse annual data.
- 2 The number of ROSH reports is a subset of the total number of concern/child protection reports.
- 3 Previously published data for 2013–14 has been revised.
- 4 Under the *Safe Home for Life* reforms, relative or kinship carers who had full 'parental responsibility' for a child or young person in their care became a guardian on 29 October 2014. Due to the reforms, two sets of counts for children and young people in OOHC at 30 June 2015 have been provided in the above table.
- 5 Source: Annual Performance Monitoring Data Collection System.
- 6 Source: Domestic Violence Line Interactive Insights Telephone System.

2.3 Supporting

FACS objectives

FACS provides diverse services and interventions that aim to help break the cycle of disadvantage using housing assistance and disability supports to help people build their capabilities, enabling them to live better lives through social and economic empowerment. FACS will achieve 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
- increasing the number of people with disability who make decisions about their supports
- preparing for the full rollout of the NDIS by July 2018
- reducing the number of Aboriginal people who are homeless.

Outcomes and highlights: Housing services

Homelessness

In 2014–15, there was a stronger focus on early intervention and integration of services for people who are homeless or at risk of becoming homeless. Following a transition period, new contracts under the reform of the Specialist Homelessness Services program became operational in November 2014, with funding allocated until 30 June 2017. Clients are now able to access a range of responses and services, including prevention and early intervention, rapid rehousing, crisis and transitional accommodation and support, and intensive responses for complex needs.

There are 159 new specialist homelessness services for people experiencing homelessness or at risk of becoming homeless. A further 30 services were funded under the Service Support Fund to deliver activities that complement specialist homelessness services and the wider approach to reducing homelessness.

FACS introduced the 24-hour *Link2home* telephone service to make it easier for people experiencing homelessness or at risk of homelessness to obtain information about local services, receive support with their accommodation needs or receive a referral to specialist homelessness services or other support services. On average, approximately 400 people are helped by the *Link2home* telephone service each day.

Funding for another two years under the *National Partnership Agreement on Homelessness* was negotiated in March 2015. The agreement focuses on providing services to women and children experiencing domestic and family violence, and on young people under 18 years of age who are experiencing or at risk of homelessness.

Social housing

In 2014–15, LAHC invested a total of \$514 million in maintenance and capital upgrading. Under the new supply program for social housing, 486 new homes were completed and work commenced on 698 new homes. The median waiting time for priority approved applicants to be housed has reduced from four months in 2013–14 to three months in 2014–15.

To help finance a more sustainable housing system, LAHC is using the redevelopment potential of properties and those with high value to help fund much needed improvements and to re-invest in new housing stock. For the first time in a decade, the social housing portfolio is growing (excluding vesting) and the quality of housing is improving as new dwellings replace old. The sale of properties in Millers Point will fund approximately 1500 new homes for vulnerable people and families, including purpose built dwellings for the elderly and people with disability.

In 2014–15, FACS began developing a new *Social Housing Policy Framework* to change the social housing system to ensure the system is sustainable, fair and accessible to those most in need while providing a pathway to independence. *Social Housing: a discussion paper for input and comment* was published in November 2014. FACS held forums with social housing tenants and representatives from government, non-government and the private sector to discuss the paper and ways to deliver a sustainable social housing system that is fair and provides people with opportunities.

The Minister for Family and Community Services also held a discussion forum with approximately 200 participants, to hear first hand the issues facing social housing in NSW. The feedback from the forum is published in a report called *Thinking about the future: Social Housing in NSW*.

The NSW Government launched the Premier's *Innovation Initiative* to seek new approaches to deliver services in collaboration with private and non-government sectors. FACS leads the social housing assets priority area under this initiative. A diverse range of applicants submitted proposals on how to boost the supply of social housing in NSW. In 2015–16, FACS will work to develop these innovative and practical proposals in partnership with the private and non-government sectors.

Community housing

At the end of June 2015, community housing providers managed or owned a total of 31,558 FACS supported properties. This included properties that were funded by FACS and leased from the private market, leased from LAHC, delivered with incentives via the *National Rental Affordability Scheme* and properties where ownership was transferred to providers by government. Of these properties 1667 were being used for crisis accommodation or transitional housing, and the remainder were being used for general social housing and affordable housing.

Under the *National Rental Affordability Scheme*, FACS supported private and not-for-profit sector organisations to deliver 1235 new affordable rental homes in 2014–15, bringing the total number of homes under the scheme to 3401.

The National Regulatory System for Community Housing aims to ensure a well-governed, well-managed and viable community housing sector meets the housing needs of tenants and provides assurances for government and investors. As at 30 June 2015, 128 eligible providers in NSW had successfully transitioned to be registered under the national scheme.

Private rental assistance

FACS provided 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 2014–15, FACS:

- provided 18,880 households with rental assistance in the private sector
- provided 11,993 households with an interest free loan to assist their payment of a private market rental bond under the *Rentstart Bond Loan Scheme*
- assisted 621 households with complex needs under the *Private Rental Brokerage Service*, including assisting 150 households to establish a new private market tenancy.

Aboriginal housing

The AHO aims to ensure every Aboriginal person in NSW has access to, and choice in, affordable housing.

In 2014–15, AHO's expenditure on Aboriginal housing included:

- \$46.3 million for housing support under the *National Partnership Agreement on Remote Indigenous Housing (NPARIH)* and through the AHO's own capital works program
- \$24.7 million to repair and maintain homes for the Aboriginal community housing sector
- \$9.4 million to reform and strengthen the sector under the *Build and Grow* strategy.

The AHO portfolio comprises 5756 properties and the portfolio grew by 117 in 2014–15. This increase came from:

- 37 homes under the AHO business-as-usual program (including four net building transfers)
- 36 homes under the NPARIH *New Supply* program
- one safe house complex (consisting of five units)
- 32 homes under the NPARIH *Employment Related Accommodation* program
- 11 homes transferred from other government agencies or Aboriginal community housing providers.

The AHO, working with the Commonwealth, continued to achieve significant milestones with NPARIH investing \$49.9 million to address significant overcrowding, homelessness, poor housing conditions and severe housing shortages in remote Aboriginal communities.

Under the *Build and Grow* strategy, AHO worked with Aboriginal communities and housing providers to build capacity of the housing provider sector. In 2014–15, 41 approved providers were engaged to ensure more Aboriginal people are provided housing. A total of \$3.7 million was provided to 16 Aboriginal community housing providers to assist them to implement reforms under the strategy. The percentage of Aboriginal people in public housing has not changed. The number of AHO properties managed by Aboriginal community housing providers has increased.

Outcomes and highlights: Disability services

Ready Together

In 2014–15, FACS spent \$565.6 million continuing the delivery of *Ready Together: a better future for people with disability in NSW*, which aims to expand individualised supports and provide people with disability with greater flexibility, choice and control. *Ready Together* also has a focus on supporting the seamless transition to the NDIS. Key highlights from 2014–15 include:

- commencement of the *Disability Inclusion Act 2014* on 3 December 2014, which prepares NSW for the NDIS, regulates specialist disability supports and services, and seeks to ensure NSW continues to be a place where people with disability have access to mainstream services and are included in the community
- state-wide expansion of *Ability Links*, which provides local coordination and planning support for people with disability and their families and carers. *Ability Links* assisted over 19,009 people to access supports and services, and made 153,145 community connections.

National Disability Insurance Scheme implementation

The NDIS, which will replace a 'one-size-fits-all' system with a system where people with disability have choice and control over their lives and the supports they receive, continued being trialled in the Hunter region. The total number of people participating in the Hunter trial is 4829 as at 30 June 2015. FACS announced the early transition of the NDIS for children and young people 0–17 years of age in the Nepean Blue Mountains area from July 2015.

The full transition to the NDIS will be completed by July 2018. FACS has commenced the development of the operational plan that sets out how the transition to a full NDIS across the state will work and how participants will phase into the scheme.

In 2014–15, FACS played a major role in bilateral negotiations with the Commonwealth on how this full scheme transition will occur.

Employment Enablement Strategy

In 2014–15, FACS invested over \$1.9 million to support the employment of adults with an intellectual disability. Under the *Employment Enablement Strategy*, FACS allocated 125 individual support packages to develop job-readiness skills. Work also commenced to build the capacity of employers to support the employment of people with an intellectual disability.

Home Care Service of NSW

The Home Care Service of NSW (HCS) is the largest provider of home-based care in NSW providing support in the home to people with a functional disability and to frail older people who require assistance to remain living in their own homes. HCS invested more than \$233.3 million in 2014–15 in the delivery of an estimated 3.68 million hours of service to approximately 51,142 people.

Aboriginal Home Care is a specialised business stream within the HCS entity. It was established to provide culturally appropriate services to Aboriginal people and their families with Aboriginal staff and management. The Aboriginal Home Care service invested \$25.2 million in 2014–15 to deliver an estimated 375,750 hours of service to an estimated 3428 people.

In 2014–15, the NSW Government began the process of transferring the HCS to a private sector operator. The transfer is expected to conclude in 2015–16.

Operational performance overview

In 2014–15, FACS expenditure across housing and disability services included:

- \$629.4 million for social housing assistance and tenancy support
- \$247.9 million for homelessness services
- \$107.4 million for Aboriginal housing
- \$1.4 billion for LAHC to manage the NSW Government social housing portfolio
- over \$850.2 million for community support for people with disability, their families and carers
- over \$320.0 million for short-term interventions for people with disability, their families and carers
- \$4.7 million to support NGO sector and workforce development in the lead up to the NDIS
- \$1.610 billion for support accommodation for people with disability.

	2012–13	2013–14	2014–15
Housing assistance¹			
People assisted by Specialist Homelessness Services	52,000	51,786 ²	54,000 ³
Households using temporary accommodation (during the year)	13,073	13,870	17,730
People assisted by <i>Platform 70</i>	32	30	7 ⁴
Households living in social housing			
Public housing	110,059	109,371	108,732
Community housing	25,973	25,624	27,249
Aboriginal housing	4469	4528	4551
Total	140,501	139,523	140,532
Number of applications received through Housing Pathways	64,656	66,509	73,437
Number of households on the Housing Register as at 30 June	57,451	59,534	59,035
Percentage of tenancies allocated to priority approved applicants	54.3%	52.0%	40.7%
Median waiting time (months) for priority approved applicants housed during the year	4.0	4.1	3
LAHC owned assets ⁵	133,259	129,555	129,196
Headleased residential properties	2905	2706	2855
Total LAHC owned and leased assets ⁶	136,164	132,261	132,051
Property asset value (\$m)	34,088	35,251	39,343
Aboriginal Housing Office properties			
AHO properties managed by:			
• Aboriginal community housing providers	391	681	708
• Mainstream community housing providers	176	113	207
Total properties managed by community housing providers	567	794	915
AHO vacant blocks of land	136	160	156
AHO properties managed by FACS	4724	4685	4685
Total AHO properties	5427	5639	5756

	2012-13	2013-14	2014-15
Access to safe, affordable and culturally appropriate housing for Aboriginal people⁷			
Percentage of Aboriginal tenants in public housing	9.6%	9.7%	9.7%
Percentage of Aboriginal tenants in mainstream community housing	8.9%	9.1%	9.0% ⁸
Community support for people with disability, their family and carers⁹			
People in skill development and day programs	13,000	15,000	16,000
People receiving respite services	24,000	25,000	25,000
People receiving personal assistance	33,000	35,000	35,000
Short-term interventions for people with disability, their family and carers⁹			
Families and children receiving support	14,000	15,000	16,000
People accessing Transition to Work	2100	2300	2500
People receiving therapy and interventions	35,000	35,000	36,000
Supported accommodation for people with disability⁹			
People accessing supported accommodation services	9900	10,300	10,600
Percentage of people accessing non 24/7 supported accommodation	36%	36%	36%
Percentage of people accessing supported accommodation services provided by NGOs	75%	75%	76%
NDIS Hunter trial site statistics¹⁰			
Total number participants	n/a	2250 ¹¹	4829
Average support package value	n/a	\$54,094	\$55,295

- 1 Source: FACS HOMES system, Community Housing Information Management 'E' System (CHIMES), Specialist Homelessness Services Data Australian Institute of Health and Welfare, NSW Land and Housing Corporation (LAHC) Management Accounts and LAHC audited financial statements (FACS Annual Report 2014-15 Vol 2: Audited Consolidated Financial Statements).
- 2 Australian Institute of Health and Welfare, Specialist Homelessness Services 2013-14, Supplementary tables – New South Wales.
- 3 The figure for 2014-15 is an estimate based on contracted numbers. Transition to the new homelessness system may impact on the results in the first year. Actual figures will be available from Australian Institute of Health and Welfare in December 2015.
- 4 The seven people assisted in 2014-15 were approved in 2013-14 but not housed until after 1 July 2014. The program closed from 30 June 2014.
- 5 During the 2014-15 financial year, 296 residential properties were vested (title transferred) to community housing providers, which are not included in the LAHC owned assets as at 30 June 2015.
- 6 Property numbers only include properties owned and leased by LAHC to align with financial reporting conventions. Data disclosed in previous annual reports included properties vested to community housing providers and community housing properties leased through the private rental market.
- 7 Source: HOMES data accessed through Enterprise Data Warehouse.
- 8 The actual percentage of households with one or more indigenous household members may be under-reported by providers. The identified data issue is being addressed.
- 9 Source: Minimum Data Set and Client Information System. These figures are rounded to be consistent with previous practice. Figures less than 10,000 are rounded to the nearest 100 and the figures 10,000 or greater are rounded to nearest 1000.
- 10 Source: NDIS Hunter Status Dashboard at 30 June 2015.
- 11 The count for 2013-14 was revised from 2251 due to a change in counting rules. The counting rules now include number of eligible participants as well as number of participants with approved plans.

2.4 Enabling

FACS objectives

FACS focuses on enabling all people to realise their potential in fully inclusive communities, including providing assistance to participate in social and economic life. FACS will achieve this by:

- improving how we work with Aboriginal people to deliver responsive, culturally appropriate services tailored to community needs
- assisting seniors to be healthy and active as they age
- reducing barriers to people with disability participating in daily life
- increasing the proportion of women on boards
- increasing the number of women in non-traditional trades.

Outcomes and highlights: Working with Aboriginal people

FACS has undertaken significant work to embed cultural inclusion and work in partnership with Aboriginal people. The *Aboriginal Cultural Inclusion Framework 2015–2018* was developed in December 2014 to replace the *FACS Aboriginal Strategy 2013–2015: Better outcomes for Aboriginal people and communities*. The new framework continues to improve service delivery for Aboriginal people by supporting more local decision making and providing Aboriginal people with services that are flexible to their needs and circumstances. In partnership with Aboriginal communities, FACS has developed cultural inclusion plans to implement the framework across the 15 districts, with all plans to be completed by December 2015. The plans identify local priorities and strategic actions to break the cycle of disadvantage and improve outcomes for Aboriginal people, families and communities.

The FACS Northern Sydney District developed the *Mana Allawah Aboriginal Strategic Plan 2014–2016*. The plan emphasises collaboration and co-design to improve outcomes for Aboriginal people across key target areas including education, employment, housing, children, youth and families.

During the National Aboriginal and Islander Day Observance Committee (NAIDOC) week celebrations, FACS launched *Koori Kinnections*, a website for Aboriginal and non-Aboriginal staff to share expertise and stay connected.

FACS published *Foundations for Success – a guide for social housing providers working with Aboriginal people and communities*. The guide is intended for tenancy management staff to support the implementation of flexible, client-centred approaches to improve housing outcomes for Aboriginal people and to outline best practice tools for working with local families and communities to assist at-risk households.

Outcomes and highlights: Working with seniors

NSW Seniors Week

In 2014–15, FACS administered the *NSW Seniors Week* grants program which provided \$200,000 in grants to local government and community organisations to participate in NSW Seniors Week celebrations. In 2014–15, 192 grants were awarded.

The theme of the Seniors Week campaign was *Be Inspired*. The campaign focused on the value of creative activities, active living and technology. An estimated 300,000 seniors participated in over 1000 events, with up to 40,000 seniors attending both the Premier's Gala Concerts and the NSW Seniors Week Expo.

NSW Ageing Strategy

The *NSW Ageing Strategy* continued to recognise and remove barriers and increase opportunities for seniors to fully participate in the community. The actions under the strategy that continued included:

- *Get it in Black and White* – in collaboration with the NSW Trustee and Guardian, FACS works to encourage people to get their financial, legal and health affairs in order. FACS provided \$300,000 to the campaign which included tailored messages for multicultural communities
- *Tech Savvy Seniors* – this training program in partnership with Telstra, supported seniors to learn to use technology including computers, tablets and smart phones. The program assisted seniors to engage in the community, especially those in rural areas
- *NSW Elder Abuse Helpline* – FACS provided \$640,000 to the freecall service and related elder abuse prevention activities including the launch of an awareness campaign which increased the number of calls to the helpline to 1571
- *Creating Liveable Communities Competition* – \$1.07 million was provided to 17 successful local government projects to support innovative solutions to barriers faced by seniors, as well as people with disability and carers.

The strategy is a living document that is designed to be regularly updated to make sure the NSW Government is responding to NSW's older population in the best possible way. An independent evaluation was conducted in 2014 and publicly released on 31 August 2015. The evaluation paper can be found at www.adhc.nsw.gov.au/individuals/ageing_well

Mature age employment

In 2014–15, FACS contributed \$30,000 to the *Global Access Partners Taskforce on Productive Ageing*. The taskforce identified a series of strategies, based on strong evidence from several existing pilots, to improve productivity and economic outcomes for workers aged 45 and over.

Workforce and employment is a focus of the Ministerial Advisory Committee on Ageing. The committee is particularly looking at how to encourage partnerships between the government and private sectors to remove attitudinal and practical barriers to increased workforce participation.

Seniors Card

FACS continued to support and develop the *NSW Seniors Card*, which helps over 1.4 million seniors live an active and healthy lifestyle. In 2014–15, approximately 100,000 seniors joined the *Seniors Card* program.

FACS commenced negotiations with other major retailers to provide new discounts to seniors in NSW to reduce the cost of living.

In June 2015, the Minister announced AGL Seniors Energy Gas & Electricity plans, which offer NSW Seniors Card members competitive discounts on electricity and gas usage charges.

As part of the *NSW Ageing Strategy*, the new Seniors Card website was redeveloped to significantly increase functionality, including searchable discounts, increased information and ways for seniors to engage directly with each other and the NSW Government. The revamped website went live in September 2015.

Outcomes and highlights: Working with people with disability

FACS continued to encourage the community to think and act inclusively. In November 2014, FACS reached 4.5 million people with its 11th *Don't DIS my ABILITY* campaign to celebrate the diversity and ability of people with disability. The campaign promoted community inclusion and participation for people with disability and supported the United Nations International Day of People with Disability.

The 2015 NSW Seniors Week Premier's Gala Concerts provided Auslan interpretation, audio loops, wheelchair, carer and accessible seating, five large screens and seating close to the stage for people with low vision. People who were hearing impaired were also offered seats close to the Auslan interpreter.

In 2014–15, FACS published the *NSW Government agency guide for effective communication for people with a sensory disability* to promote inclusive communication strategies with people who have visual impairment or are blind, deaf or hard of hearing, or deafblind.

Disability Inclusion Act 2014

The *Disability Inclusion Act 2014*, which commenced on 3 December 2014, has the goal of creating more inclusive and accessible communities for people with disability. This aligns with the United Nations Convention on the Rights of Persons with Disabilities.

FACS has a central role in the implementation of the Act and led the development of the NSW Disability Inclusion Plan, a four-year state plan which was released in February 2015. The plan will guide agencies as they work towards creating more liveable communities for people with disability, and identifying and removing barriers that prevent those with disability from experiencing the same opportunities and choices as everyone else.

Outcomes and highlights: Working with women

Women in non-traditional trades

In 2014–15, FACS provided \$208,161 to continue the *Investing in Women* program. Nine projects across NSW were funded to support women and girls entering and remaining in non-traditional trades (trades with 25 per cent or less participation by women).

Tools for Success provided 15 women, living in social housing, scholarships of up to \$5000 each to undertake apprenticeships and traineeships in non-traditional trades. This assistance helps to break the cycle of disadvantage by providing a pathway to financial security.

Economic opportunities for women

The *NSW Council for Women's Economic Opportunity*, led by the Minister for Women, promotes solutions aimed at providing women with greater economic opportunities. In 2014–15, the council continued to consult with experts from a variety of industries including engineering, construction, manufacturing and education and training.

As at 31 December 2014, women held 39.1 per cent of NSW Government board or committee positions. The proportion of positions held by women has remained relatively unchanged for more than a decade. FACS continues to work with the Department of Premier and Cabinet and the NSW Public Service Commission to develop strategies to increase the representation of women on NSW Government boards and committees.

Women in NSW report

In September 2014, FACS published *Women in NSW 2014*. The report examined gender equity against indicators in five key areas: health and wellbeing, education and learning, work and financial security, leadership, and safety and justice. The *Women in NSW* report also explored key trends, tracked progress in gender equity over time, and provided an overview of how NSW women fared compared to Australia as a whole. FACS has prepared the *Women in NSW 2015* report which will be published by the Ministry of Health later in 2015.

The report is available at: www.women.nsw.gov.au/publications/women_in_nsw_reports

Women of the Year

In 2014–15, a new category was added to the Women of the Year awards, the REX Airlines' Regional Woman of the Year award, to focus on and promote the achievements of women in rural communities.

The recipients of the 2015 Women of the Year awards were:

- Professor Minoti Apte OAM, a leading researcher in the field of pancreatic diseases (Premier's Award for Woman of the Year)
- Ms Barbara Cowley, a volunteer and fundraiser for the SHINE group mentoring program for young women in the Hunter Valley (REX Airlines' Regional Woman of the Year award)
- Ms Annabelle Chauncy, a joint founder of the School for Life Foundation which delivers high quality education in rural Uganda (Harvey Norman's Young Woman of the Year award)
- Ms Lana Borg, co-founder of Mama Lana's Community Foundation which provides meals for homeless people in Penrith (A.H. Beard's Community Hero Award).

Operational performance overview

In 2014–15, FACS expenditure included:

- \$4.9 million to implement the *NSW Ageing Strategy* through the *Ageing Grants* program
- \$640,000 to expand the *NSW Elder Abuse Helpline* and related elder abuse prevention activities
- \$100,000 for continuation of the *Tech Savvy Seniors* program
- \$143,000 for the *Mature Age Employment* program
- \$208,161 to increase women in non-traditional trades.

	2012–13	2013–14	2014–15
Working with seniors			
<i>Tech Savvy Seniors</i> participants	8300*	12,000	12,000
Seniors Card holders	1.26 m	1.35 m	1.4 m
NSW Elder Abuse Helpline calls	285**	1047	1571
Working with women			
<i>Investing in Women</i>	\$201,073	\$201,726	\$208,161
Number of <i>Tools for Success</i> scholarships***	n/a	n/a	15
The percentage of women holding a NSW Government board or committee position	38.1%	39%	39.1%

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

** The helpline commenced February 2013.

*** The *Tools for Success* program commenced in 2014–15.

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.

Key achievements 2014–15

- FACS developed the FACS-wide *Diversity Matters: Cultural Diversity Framework 2014–2017* as a foundation for embedding cultural diversity planning, reporting and services across the organisation.
- *Mary Dimech Multicultural Awards* were extended to all FACS service areas and staff to recognise excellent multicultural practice.
- The transition of responsibility for arranging interpreter services to FACS-funded NGOs was completed.
- The *Diversity in Disability* project continued to develop an evidence base, tools and resources to support the cultural competency needs of the disability services sector.
- The *People, Culture and Communication* project continued to address the issue of culturally competent disability service delivery in relation to language services, with the *Carecareers* website now offering its careers quiz in 10 community languages.
- The *Market Development Fund* project continued to build the capacity of multicultural and ethno-specific organisations to enter into the disability services market under the *National Disability Insurance Scheme* (NDIS).
- Capacity building workshops were delivered to promote disability awareness and build the capacity of culturally and linguistically diverse (CALD) communities to access supports under the NDIS.
- FACS developed strong partnerships with CALD organisations to deliver *Ability Links NSW*, with CALD representation on all projects and working groups. Forty-five linkers in NSW identify as being from a CALD background (at 31 May 2015). A forum was held to discuss how access for individuals from CALD communities could be improved.
- The reference page in the *Direct Payment Agreement* handbook was translated into 16 community languages to refer people who require language assistance to the Translation and Interpreting Service.
- FACS caseworkers with specific skills in casework with multicultural clients were seconded to new NGO multicultural out-of-home care (OOHC) services.
- FACS-funded agencies were provided access to training on culturally reflective casework practice through the Association of Children’s Welfare Agencies and the FACS Learning and Development podcast.
- The *NGO Multicultural Foster Care* program increased its number of OOHC cases from 50 to 124.
- Sixty multicultural child protection caseworkers provided language and cultural expertise to support casework with culturally diverse children and families.
- The FACS *Care Plan* now includes sections on cultural care planning, personal/cultural identity objectives and connection to culture, religion and language, to help plan for the cultural maintenance and development of children in OOHC.
- Thirty-one multicultural information sessions on child safety and parenting practices were delivered to recently arrived migrant and refugee community groups.
- The Specialist Homelessness Services system reforms led to the design of more than 85 new homelessness services that have people from CALD backgrounds as a priority target group.
- The new *Canterbury Bankstown Multicultural Family Homelessness Support Service* (delivered by lead provider Muslim Women Association in partnership with local organisations) provided culturally specific, supported crisis and transitional accommodation, post-crisis support and support to access private rental accommodation for families who are homeless or at risk of homelessness.
- Through the Service Support Fund, the Immigrant Women’s Speakout Association supported women from CALD backgrounds affected by domestic and family violence by developing the cultural capacity of specialist homelessness services.
- Engagement with external stakeholders continued on policy and programs through the FACS Multicultural Affairs Advisory Group, ADHC Cultural Diversity Expert Advisory Group and District Multicultural Advisory Groups.

In 2014–15, there were no agreements entered into with Multicultural NSW under the *Multicultural Act 2000*.

Aboriginal Housing Office

The Aboriginal Housing Office (AHO) adheres to the Housing NSW *Multicultural Framework 2009–2014* and will adhere to the FACS *Diversity Matters: Cultural Diversity Framework 2014–2017*. The 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 (HCS) is guided by the FACS *Diversity Matters: Cultural Diversity Framework 2014–2017* in developing and providing person-centred services for its diverse client base.

NSW Land and Housing Corporation

The NSW Land and Housing Corporation (LAHC) is guided by the FACS *Diversity Matters: Cultural Diversity Framework 2014–2017* in providing culturally appropriate housing services.

Key multicultural strategies proposed for 2015–16

- Coordinating cultural diversity planning, implementation and reporting across FACS against FACS *Diversity Matters: Cultural Diversity Framework 2014–2017*.
- Launching the *Cultural Diversity Competency Framework* for disability services at a state-wide conference, along with tools and resources to support mainstream and ethno-specific disability services, which respond to the needs of CALD people.
- Supporting communication and the use of language services within mainstream and multicultural disability services by implementing the recommendations of the *People, Culture and Communication* project.
- Recognising and promoting excellent multicultural practice by staff and FACS service areas through the *Mary Dimech Multicultural Awards*.
- Providing access to training on culturally reflective practice and practice with culturally diverse clients for FACS-funded agencies through the FACS Learning and Development directorate and NGO training bodies.
- Providing cultural consultations with multicultural clients through multicultural caseworkers with specific language and cultural skills.
- Continuing to deliver information sessions on child protection and other FACS services to recently arrived refugee and migrant communities.
- Embedding further the Ability Links NSW CALD Responsiveness Framework and the CALD Responsiveness Forum Project Report.
- Continuing to build the capacity of multicultural and ethno-specific organisations in the transition to the NDIS.
- Continuing to implement strategies which develop the capacity of the NGO sector to provide better outcomes for people from culturally diverse backgrounds.
- Extending capacity building support for people with disability, families and carers from CALD backgrounds, with a focus on new and emerging communities.
- Continuing to promote collaboration between cultural and mainstream organisations that have received funding for capacity building from FACS to assist with outreaching CALD communities.
- Reviewing policies and resources that guide best practice in the support of people with disability who receive ADHC operated or funded disability support services to ensure cultural and religious preferences are respected in the support environment.
- Continuing to engage with external stakeholders through the ADHC Cultural Diversity Expert Advisory Group, FACS Multicultural Affairs Advisory Group and District Multicultural Advisory Groups.

3.2 Consultants

FACS (department) expenditure on consultancies for 2014–15

Consultancies over \$50,000

Cluster entity	Consultant	Project	Amount (\$) inc. GST	Category
FACS (department)	The Boston Consulting Group	Advice for OneFACS transformation design	1,178,232	Management services
FACS (department)	Deloitte Touche Tohmatsu	Advice for OneFACS cluster design considering both NDIS and Home Care Service of NSW transitional arrangements	140,798	Management services
Aboriginal Housing Office	Nil			
Home Care Service of NSW	Nil			
NSW Land and Housing Corporation	Nil			

Consultancies under \$50,000

Cluster entity	Category	Number of consultancies	Amount (\$) inc. GST
FACS (department)		Nil	
Aboriginal Housing Office		Nil	
Home Care Service of NSW		Nil	
NSW Land and Housing Corporation		Nil	

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.

Currently information and data on consumer response is collected by various areas using different counting rules. This information is presented below. To support greater client outcomes a new integrated FACS Complaints Management System is being developed.

Aboriginal Housing Office

Type of feedback	2013-14	2013-14 (%)	2014-15*	2014-15 (%)
Complaints				
Service quality/delivery	0	0	30	6
Behaviour of staff	0	0	0	0
Service access/processes/procedures	14	36	331	67
Other complaints	25	64	134	27
Total complaints	39	100	495	100
Other feedback				
Compliments	0	0	0	0
Suggestions	0	0	0	0

*The AHO reporting method has changed and improved from 2013-14 to 2014-15, which is reflected in the increase in numbers reported.

The Aboriginal Housing Information Service (AHIS) provides information, referrals and advice to Aboriginal people about housing options and issues. In the 2014-15 financial year, AHIS staff answered over 495 enquiries from Aboriginal people about issues such as tenancy, repairs and maintenance and priority housing assistance. The AHO is currently implementing a new strategic direction which will focus on better outcomes for tenants.

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

Type of feedback	2013-14	2013-14 (%)	2014-15	2014-15 (%)
Complaints				
Service quality/delivery	254	69	241	60
Behaviour of staff	98	27	137	35
Service access/processes/procedures	12	3	11	3
Other complaints	4	1	8	2
Total complaints	368	100	397	100
Other feedback				
Compliments	0	0	0	0
Suggestions	0	0	0	0

In 2014–15, 397 complaints were recorded in ADHC’s Client Information system compared to 368 complaints in 2013–14.

At the end of June 2015, 65 per cent of complaints were closed while the remaining 35 per cent were still being resolved.

The FACS Community Complaints for Ageing and Disability Services Policy and its guidelines have undergone a state-wide post-implementation review to further enhance complaints handling.

Community services

Type of feedback	2013–14	2013–14(%)	2014–15	2014–15 (%)
Communication	233	32	136	28
Service quality/delivery	164	23	105	22
Behaviour of staff	141	19	99	21
Service access/processes/procedures	174	24	130	27
Other complaints	13	2	10	2
Total complaints	725	100	480	100

The Enquiries, Feedback and Complaints Unit (EFCU) provide a centralised intake and referral point for complaints about community services from across NSW. The unit aims to resolve complaints within 20 working days, however if the issue is complex it may take longer. The unit provides the opportunity for clients to identify areas that need improvement and provides opportunities to increase public knowledge of the division.

During 2014–15, EFCU received a total of 7780 contacts, which is a decrease of 611 contacts compared to last year. Approximately 6.2 per cent (480) of these contacts resulted in formal complaints which were referred to districts/business areas for resolution, compared to 8.6 per cent (725) complaints managed last year. The remaining 93.8 per cent (7300) of contacts were resolved and managed by complaints officers.

The districts are provided quarterly statistical data to identify patterns and areas of concern which may require training and/or other corrective action.

Housing services and the NSW Land and Housing Corporation

Type of feedback	2013–14	2013–14 (%)	2014–15	2014–15 (%)
Complaints				
Service quality/delivery	663	11	1179	19
Behaviour of staff	640	10	475	7
Service access/processes/procedures	3070	50	3179	50
Other feedback	958	16	342	5
Total complaints	5331	87	5175	81
Other				
Compliments	413	7	376	6
Service request/referral	321	5	753	12
Suggestions	57	1	41	1
Other feedback	7	0	0	0
Total feedback	6129	100	6345	100

Note: The 2013–14 data in the above table has been classified differently to what was shown in the FACS Annual Report 2013–14, but the total is the same. This was done to allow comparison across the two years.

The total number of complaints received for 2014–15 was 5175, a decrease of 156 from 2013–14. The decrease may be attributed to the better classification of feedback as 2013–14 data covered a pilot implementation of the new Feedback Management System.

The top reported reason for complaints was nuisance and annoyance caused by neighbours.

FACS (Housing Services) aims to resolve complaints within 15 working days. There was a further upgrade to the Feedback Management System in 2014–15 that included the separation of service requests and referrals. Complaints continue to be received via the Housing Contact Centre and the districts now have access to the Feedback Management System which allows them to manage the allocated feedback for LAHC and their local offices. Districts were provided access to view and manage their own feedback in March 2015.

The Housing Contact Centre now has a Minister's enquiries and feedback officer who liaises with the Minister's office and investigates all complaints forwarded by housing tenants and clients.

The Housing Appeals Committee is a ministerial committee that conducts independent merits reviews of some social housing access and eligibility decisions. In 2014–15, the committee heard 481 appeals and recommended a full change of decision in 154 appeals and a part change in 22 appeals. The committee had a strong focus on practice improvement provided through advice on systemic issues and the delivery of 15 training courses for social housing managers and staff across NSW on good decision making in a social housing context.

3.4 Disability Action Plan

Disability action planning captures a department's commitment to improving access to services, facilities and jobs in the public sector for people with disability.

In December 2014, FACS released an update to its Disability Action Plan. The updated plan provides information about how disability inclusion strategies are progressing in the department. However, new disability action planning requirements also came into effect in December 2014 with the commencement of the *Disability Inclusion Act 2014*. The Act formalises Australia's commitment to the United Nations Convention of the Rights of Persons with Disability. The commitments in the convention have driven a reform agenda designed to shift attitudes towards a rights-based response to the diverse needs of people with disability in accessing all aspects of society. To achieve these goals, the Act required the creation of two different types of plan, the NSW Disability Inclusion Plan (NSW DIP) and the Disability Inclusion Action Plan (DIAP).

NSW Disability Inclusion Plan

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

Disability Inclusion Action Plan

All NSW Government departments and most agencies are required to create their own DIAP. DIAPs replace the former Disability Action Plans and set out the measures the department intends to put in place to ensure that people with disability can access services and participate fully in the community.

In 2014–15, state-wide consultation was undertaken with people with disability across the government sector, and with disability stakeholders in the development of the DIAP guidelines. Other resources and supports have been developed to assist managers to support ongoing inclusion. In addition, workshops were held to provide practical assistance to NSW Government departments in developing their plans, with additional workshops scheduled for late 2015. DIAPs are to be prepared by December 2015. FACS also commenced work on its own DIAP during 2014–15.

Update on actions identified in the Disability Action Plan: highlights

Identifying and removing barriers to services for people with disability

- Development of the new case management system, *ChildStory*, will streamline information sharing between FACS and NGO providers, and will support making data entry easier and more accurate. This should provide greater clarity about the characteristics of children and young people in OOHC including information on disabilities.
- AHO is continuing negotiations on including an Aboriginal community housing tenant satisfaction survey as part of the Australian Institute of Health and Welfare's bi-annual *National Social Housing Survey*.
- The transfer of statutory OOHC services to the NGO sector has given FACS the ability to contract with specific disability service providers for OOHC. This increases clients' access to knowledgeable and experienced case management.
- A joint FACS and Public Guardian working party is collaborating to improve outcomes for young people who have a decision-making incapacity (due to a disability) when they are transitioning from care to adult disability services.
- The Multicultural Disability Advocacy Association a member of the FACS Multicultural Affairs Advisory Group, provides advice on matters relevant to FACS programs and delivery of services to CALD children, families and communities.
- The Specialist Homelessness Services system has been redesigned to embed client-centred practice in services, which includes collaboration with agencies to ensure integrated and coordinated responses across the full range of services relevant to client needs, including services for people with disability.

Providing information and services in a range of formats accessible to people with disability

- Translation and interpreting services are provided for clients with disability who are from non-English speaking backgrounds through the Australian Government Translating and Interpreting Service, Deaf Education Network and internal staff who are part of the Community Language Allowance Scheme.
- Under the *Digital Consolidation Business Case* project, a new content lead contractor will review content across all FACS websites; this will include a review to identify any additional gaps in accessibility, and will be completed by 31 October 2015.
- Assistive technology software and equipment for FACS staff with disability is sourced and installed as the need is identified.
- A specialist was contracted to review internal content production guidelines to support accessibility, provide in-depth training to FACS communications staff and develop materials on accessibility for publication on the FACS intranet. Policy, training materials and a communications strategy on accessible digital content were developed and are scheduled for release in September 2015.
- Engaged with Media Access Australia and Vision Australia in relation to the development of communication materials on accessibility for FACS staff, with in-depth training and future digital platform consolidation plans to be developed in the second half of 2015.
- Software to improve the review of our website's accessibility has been trialled across FACS to make content review a part of our regular practice.

Making government buildings and facilities physically accessible to people with disability

- Consultation was undertaken across the FACS districts for office accommodation requirements which were then included in the District Strategic Office Accommodation Plans.

Assisting people with disability to participate in public consultations and to apply for and participate in government advisory boards and committees

- FACS has partnered with the Public Service Commission to produce the NSW DIP, DIAP guidelines and a series of workshops to support development of DIAPs by state government agencies and councils.
- The FACS Disability Employee Network provides feedback to FACS divisions to ensure the voice of employees with disability is heard and considered in decision making.
- People with disability are included as part of all consultations for the development of the FACS DIAP. The NSW Disability Network Forum has facilitated consultation with 17 disability peak bodies and representative groups to inform the development of the FACS DIAP.

Increasing employment participation of people with disability in NSW public sector

- FACS is leading the introduction of a new 'reasonable adjustment' system that streamlines and fast tracks reasonable adjustment requests from FACS employees. The new system has a centralised funding source to fast track the reimbursement of funds and enables requests to be tracked and monitored. It will make FACS fully compliant with the *Disability Discrimination Act 1992*.
- New staff members requiring reasonable adjustment are identified through a health declaration as part of the recruitment process. Managers are required to complete an induction checklist that reminds them to consider reasonable adjustment, and ergonomic and access needs of new employees who may have a disability.
- FACS produces quarterly Workforce Profile reports which include the number of employees with disability.

Using government decision making, programs and operations to influence other agencies and sectors to improve community participation and quality of life for people with disability

- The AHO provides funding for Aboriginal community housing providers to deliver tenant support programs and undertake capacity building activities for people with disability.
- The AHO considers the needs of people with disability when developing AHO capital works programs and supports Aboriginal community housing providers to address the issues of tenants with a disability.
- Seven community workshops were conducted in Western NSW to inform the community about Aboriginal housing and ensure that assistance is provided to people most in need, including people with disability.
- The AHO is currently reviewing its regional structure to ensure better alignment with FACS districts and supports improved service delivery for Aboriginal people, including those with disability.

Disability Action Planning and Disability Inclusion Planning additional actions and outcomes in 2014–15

The NSW Land and Housing Corporation (LAHC) aims to construct at least half of its new social housing dwellings with elements that make it easier to move around, safer to live in and more adaptable to the changing abilities of clients.

The FACS *Transition to Work* program supports young people with disability to develop skills necessary to secure employment. In 2014–15, 62 per cent of *Transition to Work* graduates achieved employment or further education.

FACS has funded the state-wide *Transition Support* project in targeted schools for students with disability and delivered the project in partnership with the NSW education sector. The project helps students develop personal transition plans designed to achieve post-school employment and further education and training goals.

FACS has developed and updated fact sheets and brochures on housing assistance issues for people with a range of disabilities. The process for making complaints or lodging grievances has been made more accessible, allowing people to choose to lodge their complaint verbally through the respectful workplace notification line. The AHO website has been updated to ensure it is presented in a format relevant to people with disability. FACS maintains a database of suppliers who can provide resources in an accessible format for any project across FACS.

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, including NSW eTendering, eQuotes, NSWBuy eCatalogues and ProcurePoint (Procurement Contracts Register)
- uses whole-of-government contracts when purchasing appliances and white goods which use the Minimum Energy Performance Standards rating system
- uses the whole-of-government contract on retail supply of electricity and GreenPower for all sites including purchase of six per cent green power
- uses electronic invoicing and reporting rather than paper-based
- uses the whole-of-government contract for workplace supplies including copy paper with a minimum 50 per cent recycled content, general office supplies, janitorial products, kitchen and canteen products, toner and inkjet cartridges
- reduces paper consumption through the implementation of electronic document management systems
- specifies a minimum four-star green rating in its Accommodation Design Guidelines on buildings bought within the capital program
- includes sustainable housing features such as insulation, solar orientation, external shading, efficient lighting, use of natural light and ventilation, and alternative energy systems such as solar power in its residential accommodation projects
- procures hybrid vehicles and exceeds government targets
- implements environmentally friendly strategies to minimise energy use, improve sustainable procurement, reduce waste and implement recycling initiatives to achieve objectives in line with state government contracts and legislative requirements
- completes National Australian Built Environment Rating System (NABERS) ratings at all relevant offices and achieving 4.5 star energy and water rating on new and refurbished offices within 18 months of occupation
- improves internal processes to reduce barriers and promote sustainable work practices
- reduced staff-related travel by encouraging the use of video conferencing technology.

Waste reuse and recycling

As part of its water re-use and recycling initiatives, FACS:

- recycles printer cartridges
- maximises segregation of divertible material
- ensures the ongoing inclusion of 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 and processes for the disposal of mobile phones and electronic media
- uses consistent signage for internal waste and recycling systems to promote staff awareness
- partners with local councils and social housing residents to improve resource recovery and prevent illegal dumping through improved waste and recycling facilities and education
- minimises the generation of waste and maximises re-use and recycling.

Purchase of recycled-content materials

Under this initiative, FACS:

- implements a procurement savings plan
- ensures all copy paper purchased contains recycled content exceeding the 85 per cent NSW Government target
- ensures where printing is required, branding and publishing guidelines standardise the use of environmentally accredited paper stock
- reviews the purchase of copy paper and implements strategies to reduce expenditure and consumption by 30 per cent through waste minimisation and avoidance strategies
- implements environmental programs to 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
- provides an environmental booklet to tenants, “Welcome to Your Home” in community languages.

Aboriginal Housing Office

Waste avoidance and minimisation

AHO continues to promote a waste reduction strategy that has been in place for a number of years. The AHO supplies all staff with paper recycling bins at their workstation and continues to reinforce the presence of co-mingle bins with their use steadily increasing.

Waste re-use and recycling

AHO recycles all toner cartridges through the *Close the Loop* initiative and has redirected 100 per cent of its used toner cartridges from landfill. AHO also uses local not-for-profit organisations for re-use and recycling of office resources particularly in regional areas where appropriate.

Purchase of recycled-content materials

AHO employs office resource vendors that use recycled content in their merchandise (paper, cardboard and toner cartridges). Recycled toner cartridges are purchased wherever possible. The AHO procures copy paper with up to 90 per cent recycled content when suitable and appropriate.

NSW Land and Housing Corporation

Waste avoidance and minimisation

The NSW Land and Housing Corporation (LAHC) is committed to minimising waste generation through recycling and resource efficiency. LAHC has reviewed Waste Management Plans prepared by maintenance contractors and provided feedback to improve waste management practices.

LAHC builds new dwellings to meet energy and water efficiency targets under BASIX and the NatHERS system. LAHC achieves a six star NatHERS rating for nearly all its new housing, and a five star NatHERS rating for the remainder. Both passive (shading, insulation and solar alignment) and active (energy and water efficient systems) design measures are used to enhance clients' comfort and health within the dwelling.

Waste re-use and recycling

LAHC maintenance contractors have piloted the use of electronic waste inspection forms to improve waste reporting. Contractors have also investigated the use of re-usable and recyclable materials to reduce waste to landfill.

Purchase of recycled-content materials

LAHC purchases office paper with a minimum of 50 per cent recycled content.

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 (LAHC) and Business Services.

Trends in the representation of workforce diversity groups*				
EEO group	Benchmark/ target %	2013 %	2014 %	2015 %
Women	50	75.5	75.4	76.7
Aboriginal and Torres Strait Islander people	2.6	3.6	3.7	4.6
People whose first language spoken as a child was not English	19.0	9.6	10.0	10.1
People with disabilities	n/a	2.5	2.5	2.6
People with disabilities requiring work-related adjustment	1.5	0.8	0.8	0.9
Trends in the distribution of workforce diversity groups				
EEO group	Benchmark/ target %**	2013	2014	2015
Women	100	83	84	91
Aboriginal and Torres Strait Islander people	100	97	101	106
People whose first language spoken as a child was not English	100	99	100	102
People with disabilities	100	119	121	115
People with disabilities requiring work-related adjustment	100	131	131	120

*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. Since 2014 a change in the NSW Public Service Commission's methodology means that this extrapolation is not made for agencies where less than 65 per cent 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.

Note: Due to some slight changes in the agencies that make up FACS, figures for 2013 and 2014 have been amended to reflect these changes.

Source: NSW Public Service Commission.

Aboriginal employment

In 2014–15, FACS:

- developed the *FACS Aboriginal Employment Strategy* in accordance with the outcomes of the *Making it Our Business* evaluation, the *NSW Public Sector Aboriginal Employment Strategy (2014–2017)*, *FACS Aboriginal Strategy 2013–2015 Better outcomes for Aboriginal people*, *FACS Aboriginal Cultural Inclusion Framework 2015–2018*, FACS Statement of Commitment to Aboriginal People and the NSW Government Plan for Aboriginal Affairs. The development of the strategy and priorities has been overseen by the Standing Committee on Better Outcomes for Aboriginal People and Communities. Representatives of the Aboriginal workforce provided significant input into the priorities to address weaknesses and shortcomings of previous strategies through participation in various workshops and focus groups. A Steering Committee and Aboriginal Staff Advisory Group have been established to assist in implementing the strategy
- provided a wide range of learning and development programs to support and develop the careers of Aboriginal staff, including
 - an Aboriginal mentoring program for 62 Aboriginal staff from all levels within the organisation
 - a range of vocational qualifications at a certificate and diploma level, including 18 caseworkers being awarded the Diploma of Child Youth and Family Intervention and 15 Aboriginal staff completing the Certificate IV in Governance
 - eight school-based traineeships and enrolment of two Aboriginal cadets in the Indigenous Cadetship Program
- provided other programs and tools, including an electronic portal directed at non-Aboriginal staff, 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 advertising content and conducting information sessions in regional locations to attract Aboriginal applicants
- participated in, promoted and recognised dates of Aboriginal cultural significance including NAIDOC Week and Sorry Day
- continued the partnership between FACS Business Services and Gandangara Local Aboriginal Land Council to provide opportunities in education and employment for the local Aboriginal community under the Business Services Aboriginal Traineeship Program. Two trainees are currently participating in the 2015 traineeship program and there are plans for a further intake in 2016.

In the 2015–16 year, FACS will:

- implement the five main priorities outlined in the FACS Aboriginal Employment Strategy:
 - achieve higher levels of representation in frontline, mainstream, management and leadership positions
 - build capability, career pathways and professional development opportunities for new and existing employees
 - create and maintain a culturally competent and inclusive workplace
 - develop a dashboard relating to our Aboriginal workforce to inform our future approach
 - explore and identify opportunities for Aboriginal staff transitioning to the NGO sector.

Multicultural employment

In 2014–15, FACS:

- used interpreter 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
- provided *Train the Trainer* workshops on Building Cross Cultural Awareness for Managers
- delivered *Working Effectively with Refugees and Asylum Seekers* training for staff who work directly with clients
- raised awareness of, and celebrated the contribution of people from diverse cultural and linguistic backgrounds and significant cultural events.

In the 2015–16 year, FACS will:

- develop the *FACS Cultural Diversity Framework Implementation Plan (2015–2016)* with planned rollout throughout 2015–16.

Employment of women

In 2014–15, FACS:

- participated in the Public Service Commission research into women in senior leadership
- encouraged and supported attendance at targeted women's events including the:
 - International Women's Day Young Professional Women Australia Conference (16 women under the age of 35 sponsored to attend)
 - Public Sector Women in Leadership Summit (16 high potential women sponsored to attend)
 - Indigenous Women's Leadership Summit 2015 in Sydney and Brisbane (9 Aboriginal women who are current or emerging leaders sponsored to attend)
- supported participation in the key sector leadership programs, with the participation of two women in the Executive Fellows Program and three women in the ANZSOG Executive Masters
- offered 11 women from across FACS, who were at Grades 7/8 and 9/10 placements in the *Drive Your Career* program.

Employment of people with disability

In 2014–15, FACS:

- actively consulted, through the Disability Employee Network (DEN), with a number of organisational units to progress key initiatives including the Reasonable Adjustment Procedure and a new *Reasonable Adjustment* system. FACS have also consulted with Asset Management regarding workplace accessibility and Information Communication Technology and Business Services regarding IT accessibility for employees
- lead the state with the introduction of the new *Reasonable Adjustment* system that streamlines and fast tracks reasonable adjustment requests from FACS existing and new employees
- assisted job applicants with a disability, through special adjustments to the assessment or interview processes where they were both reasonable and equitable
- advised recruiting managers of reasonable adjustment needs identified through the health declaration forms completed by successful candidates following acceptance of an offer of employment
- commenced the development of the FACS Disability Inclusion Action Plan (FACS DIAP), outcomes include increasing employment participation of people with disability in the NSW public sector
- continued discussions with the Commonwealth Department of Social Services to promote smooth transitions between employment support provided through NSW and the Commonwealth for people with disability

- funded the Transition Support Project in targeted schools for students with disability. This state-wide project helps students develop personal transition plans designed to achieve post-school employment, further education and training goals. This project is delivered in partnership between FACS and the NSW education sector, NSW Department of Education and Communities, the Catholic Education Commission and the NSW Association of Independent Schools. An independent evaluation in November and December 2013 highlighted the significant achievements made by the project and the continued potential it has to enhance students' lives through better transition planning.

In the 2015–16 year, FACS will:

- continue to develop the FACS DIAP with implementation commencing in December 2015. DIAP activities include:
 - completion of a series of eight co-design and action-refining workshops involving clients and employees with disability to formulate and refine DIAP actions
 - ensuring the FACS DIAP is fully accessible to people with disability
 - launching the FACS DIAP, planned for 3 December 2015 on the International Day for Persons with Disabilities
- continue to monitor the impact of reorganisation and the implementation of the *Government Sector Employment Act 2013* on the representation of staff with disabilities within the districts
- raise awareness of Reasonable Adjustment through compulsory eLearning courses for all managers (Mental Health Reasonable Adjustment is being developed as a separate strategy).

3.7 Human resources

Exceptional movement in wages, salaries and allowances

From 1 July 2014, FACS staff received an increase to their salaries of 2.5 per cent inclusive of the increased superannuation guarantee contribution of 0.25 per cent. Care workers employed in the Home Care Service of NSW received this increase from 1 September 2014 (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 changes also incorporate any new Public Service Commission requirements.

Industrial relations policies and practices

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

A separate implementation group with United Voice has operated during 2015 to oversee arrangements for the transfer of care workers in the Home Care Service of NSW to the non-government sector.

Throughout 2014–15 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, accountability and enhance the quality of the services it delivers.

Over 2014–15, FACS has implemented the following changes in line with the GSE Act:

- transition of FACS executive structure and introduction of Public Service Senior Executive employment contracts across Corporate Services and Central Office
- introduction of mechanisms to improve mobility of staff and strengthen merit-based recruitment
- implementation of a suite of GSE compliant recruitment and employment decision tools and resources
- 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 2015)

Employment Category	FACS Department	Aboriginal Housing Office	Home Care Service of NSW	NSW Land and Housing Corporation**	Total
Permanent	11,870	61	3561	430	15,922
Temporary	2096	18	33	48	2195
Senior Executive*	50	1	0	14	65
Casual	1510	0	657	0	2167
Other	13	0	0	0	13
Total	15,539	80	4251	492	20,362

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

** 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 2015 Workforce Profile, NSW Public Service Commission.

Number of FACS cluster employees by employment category by year

Employment Category	2011–12	2012–13	2013–14	2014–15
Permanent	16,719	16,029	16,131	15,922
Temporary	2094	2112	2307	2195
Senior Executive*	43	47	71**	65
Casual	2524	2324	2286	2167
Other	18	27	15	13
Total	21,398	20,539	20,810	20,362

* 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, while 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 2012, 2013, 2014 and 2015 Workforce Profiles, NSW Public Service Commission.

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

Employment Category	2011–12	2012–13	2013–14	2014–15
Permanent	3883	3685	3571	3561
Temporary	44	64	49	33
Senior Executive*	0	0	0	0
Casual	497	473	635	657
Other	0	2	0	0
Total	4424	4224	4255	4251

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

Source: FACS 2012, 2013, 2014 and 2015 Workforce Profiles, NSW Public Service Commission.

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

Employment Category	2011–12	2012–13	2013–14**	2014–15
Permanent	481	453	436	430
Temporary	47	44	48	48
Senior Executive*	4	11	12	14
Casual	0	0	0	0
Other	3	0	0	0
Total	535	508	496	492

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

** 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 2012, 2013, 2014 and 2015 Workforce Profiles, NSW Public Service Commission.

Number of Aboriginal Housing Office employees by employment category by year

Employment Category	2011–12	2012–13	2013–14	2014–15
Permanent	64	63	68	61
Temporary	20	23	23	18
Senior Executive*	1	1	1	1
Casual	0	0	0	0
Other	0	0	0	0
Total	85	87	92	80

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

Note: Includes staff from the statutory body of AHO.

Source: FACS 2012, 2013, 2014 and 2015 Workforce Profiles, NSW Public Service Commission.

Number of FACS frontline employees by key occupational group at workforce census period (June 2015)

Occupational Group	Head count
Disability support workers	3385
Care workers	3692
Caseworkers (Community Services)	2277
Nurses	1698
Client service officers	923
Allied health workers	496
Residential centre support workers	500
Casework managers (Community Services)	411
Customer service officers	348
Case managers (Ageing, Disability and Home Care)	257
Contact workers (Community Services)	103
Community program officers	84
Behaviour support practitioner	44
Community worker	115
Team leader (Accommodation and Respite)	431
Other frontline employees	1535
Total	16,299

Note 1: All frontline occupational group counts are made using NSW Government standard head counts. The head count 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.

Source: FACS 2015 Workforce Profile, NSW Public Service Commission.

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

Senior Executive band*	2013–14**			2014–15**		
	Male	Female	All	Male	Female	All
Band 1	134	187	321	123	152	275
Band 2	18	25	43	20	25	45
Band 3	2	5	7	4	5	9
Band 4	1	0	1	1	0	1
Total	155	217	372	148	182	330

* For the purposes of this table the definition of Senior Executive is in accordance with the GSE Act. This definition is different to the definition used in the tables above. This definition significantly broadens the classification of Senior Executive by including Senior Officers and employees acting in a Senior Executive role or in a higher band at the end of the reporting year.

** 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 : Includes staff from FACS, HCS, LAHC and AHO.

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

Average Public Sector Senior Executive Remuneration

Senior Executive band*	2013–14**	2014–15
Band 1	167,380	174,031
Band 2	257,236	261,591
Band 3	359,252	359,569
Band 4	488,100	497,300
Average	182,508	191,746

* 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 some of the tables above. This definition significantly broadens the classification of Senior Executive by including Senior Officers and employees acting in a senior executive role or in a higher band at the end of the reporting year.

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

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

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

2013–14	2014–15
4.9%	3.6%

* 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.

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

Principal officers' qualifications

Michael Coutts-Trotter

Secretary
Family and Community Services
BA (Communications)
Period in position: 1 July 2014 to 30 June 2015

Jim Longley

Deputy Secretary
Ageing, Disability and Home Care
BEc, MEc
Period in position: 1 July 2014 to 30 June 2015

Maree Walk

Deputy Secretary
Programs and Service Design
BSocWk
Period in position: 1 July 2014 to 30 June 2015

Margaret Crawford

Deputy Secretary
Corporate Services
MBA, GradDip (RecMgt), BA (Ec)
Period in position: 1 July 2014 to 30 June 2015

Georgina Harrison

Deputy Secretary
Strategic Reform and Policy
BSc (Biological Science)
Period in position: 1 July 2014 to 30 June 2015

Amanda Young

Chief Executive
Aboriginal Housing Office
BSW
Period in position: 1 July 2014 to
23 November 2014

Shane Hamilton

Chief Executive and Executive Director
Aboriginal Housing Office
Period in position: 24 November 2014 to
30 June 2015

Anne Skewes

Deputy Secretary
NSW Land and Housing Corporation
BBSoc, GradDip App SocPsych, MA
Period in position: 1 July 2014 to 30 June 2015

Paul Vevers

Deputy Secretary
Southern Cluster
BA (Hons), CQSW, Dip MN
Period in position: 1 July 2014 to 30 June 2015

Chris Leach

Deputy Secretary
Northern Cluster
BA (Arts)
Period in position: 1 July 2014 to 30 June 2015

Deidre Mulkerin

Deputy Secretary
Western Cluster
BSocWk, Grad Cert Mgt
Period in position: 1 July 2014 to 30 June 2015

Note: As part of the single executive structure required under the GSE legislation, titles of principal officers were changed to align with recommended naming conventions.

3.8 Land disposal

No properties with a value greater than \$5 million were disposed of by the AHO or LAHC in 2014–15.

The only property disposed of by FACS with a value greater than \$5 million was 66 Albion Street, Surry Hills (formerly the Children’s Court). The property was declared surplus to FACS needs as it did not support client service needs. This property was sold at market value, as per NSW Treasury Direction 469.03, to the NSW Department of Justice and did not go to public auction.

There was no family or business connections between any of the parties involved in the sale.

The proceeds from the sale will be used to assist funding the development of new group homes to replace ADHC large residential centres.

Land disposed	DP	Land size	Sales price	Purchaser
66 Albion St, Surry Hills	Lot 1DP 934654	1625m ²	\$7,850,000	NSW Justice

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

3.9 Legislation and legal changes

Principal Acts administered as at 30 June 2015

Minister for Family and Community Services

- *Aboriginal Housing Act 1998*, jointly with the Minister for Social Housing.
- *Adoption Act 2000*.
- *Children and Young Persons (Care and Protection) Act 1998*.
- *Child Protection (International Measures) Act 2006*.
- *Child Protection (Working with Children) Act 2012*.
- *Community Housing Providers (Adoption of National Law) Act 2012*, jointly with the Minister for Social Housing.
- *Community Services (Complaints, Reviews and Monitoring) Act 1993*, jointly with the Minister for Ageing and the Minister for Disability Services.
- *Community Welfare Act 1987*, jointly with the Minister for Disability Services (except Part 5, which is administered by the Minister for Emergency Services).
- *Housing Act 2001*, jointly with the Minister for Social Housing.
- *Intoxicated Persons (Sobering Up Centres Trial) Act 2013*, jointly with the Minister for Justice and Police.

Minister for Social Housing

- *Aboriginal Housing Act 1998*, jointly with the Minister for Family and Community Services.
- *Community Housing Providers (Adoption of National Law) Act 2012*, jointly with the Minister for Family and Community Services.
- *Housing Act 2001*, jointly with the Minister for Family and Community Services.
- *Residential Tenancies Act 2010*, Part 7, jointly with Minister for Innovation and Better Regulation.

Minister for Ageing

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

Minister for Disability Services

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

Minister for the Prevention of Domestic Violence and Sexual Assault

- Nil.

Minister for Women

- Nil.

Note: In line with the Machinery of Government changes effective 1 July 2015, the departments overseeing the requirements of the Minister for the Prevention of Domestic Violence and Sexual Assault and Minister for Women were transferred to the Ministry of Health, and those of the Minister for Multiculturalism transferred to FACS.

Legislative changes in 2014–15

Disability Inclusion Act 2014

The *Disability Inclusion Act 2014* commenced on 3 December 2014 and repealed the *Disability Services Act 1993*. It has two main roles, which are to commit the government to make communities more inclusive and accessible for people with disability, and to regulate specialist disability supports and services to people with disability and introduce better safeguards for these services until the transition to the NDIS.

The *Disability Inclusion Act 2014*:

- incorporates reference to the United Nations Convention on the Rights of Persons with Disabilities in the objects, and makes it clear that people with disability have the same human rights as other people
- requires government departments and local councils to engage in disability inclusion action planning
- supports people with disability to exercise choice and control through individualised funding wherever possible
- introduces new employment screening requirements and places obligations on disability supported accommodation providers to report abuse or neglect of people with disability to the Ombudsman.

Community Housing Providers (Adoption of National Law) Act 2012

The *Community Housing Providers (Adoption of National Law) Act 2012* was amended by the:

- *Statute Law (Miscellaneous Provisions) Act (No 2) 2014* to update the cross reference in section 25(2) to a replacement act (the Co-operative legislation)
- *Statute Law (Miscellaneous Provisions) Act 2014* to substitute references to 'Director General' with 'Secretary' and to insert Schedule 1A relating to employment of the Registrar.

Children and Young Persons (Care and Protection) Act 1998

The *Children and Young Persons (Care and Protection) Act 1998* was amended by the *Child Protection Legislation Amendment Act 2014* on 29 October 2014. The amendments implement the NSW Government's reform agenda for the whole child protection system, emphasising working more effectively with parents and families; and creating a more responsive and child focussed system which is better at achieving permanency for children in out-of-home care.

Adoption Act 2000

The *Adoption Act 2000* was amended by the *Child Protection Legislation Amendment Act 2014*, commencing on 29 October 2014. The amendments included:

- transferring the accreditation of adoption service providers from the Director-General of FACS to the Children's Guardian
- requiring Working with Children Checks for prospective adoptive parents and any adults residing with them (corresponding amendments to the *Child Protection (Working with Children) Act 2012* were also made)
- allowing a birth parent who has not consented to the adoption of their child to be given the opportunity, as far as possible, to participate in the development of, and agree to, an adoption plan for that child. The non-consenting birth parent can also initiate, or make submissions to, any later court review of that plan.

Advocate for Children and Young People Act 2014

With the commencement of the *Advocate for Children and Young People Act 2014* on 9 January 2015, the new Advocate for Children and Young People became a member of the Child Death Review Team under the *Community Services (Complaints, Reviews and Monitoring) Act 1993*.

Amendments to Regulations in 2014–15

The *Disability Inclusion Regulation 2014* commenced on 3 December 2014. This Regulation supports the *Disability Inclusion Act 2014* and provides the necessary detail for the Act to work properly. For example, it includes dates by which the NSW Disability Inclusion Plan and Disability Inclusion Action Plans are required; confirmation of what the disability service standards referred to in the Act will be; details about employment screening of new and existing workers and board members; and more information about the types of premises that fall within the definition of ‘supported group accommodation’.

The *Disability Services Regulation 2010* was repealed on 3 December 2014 by the *Disability Inclusion Act 2014*.

The *Adoption Regulation 2003* was amended by the *Adoption Amendment Regulation 2014* with amendments commencing on 29 October 2014. These amendments relate to the accreditation of adoption service providers by the Children’s Guardian; the appointment of principal officers of accredited adoption service providers; the selection of adoptive parents including authorised carers and their suitability checks; and the review of certain classes of decisions by the Children’s Guardian.

The *Children and Young Persons (Care and Protection) Regulation 2012* was amended in October 2014 to support the reforms arising from the enactment of the *Child Protection Legislation Amendment Act 2014* including, for example, the new guardianship orders. The Regulation was further amended by the *Children and Young Persons (Care and Protection) Amendment (Authorised Carers) Regulation 2015* to establish the Carers Register and provide for the assessment and authorisation of persons as authorised carers, including provisional and emergency authorisations, and the cancellation and suspension of authorisations.

Significant judicial decisions in 2014–15

Navazi v New South Wales Land and Housing Corporation [2013] NSWSC 138

The High Court (Keifel J) rejected Mr Navazi’s application for special leave to appeal the Court of Appeal’s judgment. The Court of Appeal had considered that the investigation and cancellation by Housing NSW of his rental subsidy was valid after it was found he part-owned two private properties rented out to private tenants over a number of years while he was living in a public housing property and paying subsidised rent.

Catherine McGeown v New South Wales Land and Housing Corporation [2015] NSWCA 23

On 23 February 2015 the Court of Appeal (MColl JA, McFarlan JA and Sackville AJA) dismissed Ms McGeown’s appeal of a NSW Civil Administrative Tribunal (NCAT) Appeal Panel decision to uphold the NCAT’s decision to terminate her tenancy for non-occupancy of her public housing unit. Ms McGeown was incarcerated for two years and to terminate her clause in the tenancy, Housing NSW had relied on the clause in the residential tenancy agreement that a tenant must personally occupy the premises. This Court of Appeal judgment upheld the validity of the lease, having regard to the objectives of the *Housing Act 2001* to provide housing to those most in need.

New South Wales Land and Housing Corporation v Diab [2015] NSWCA 133

On 16 March 2015 the Court of Appeal heard the Corporation’s appeal from a NCAT Appeal Panel decision which found that a back-dated cancellation of a rent subsidy for non-disclosure of income did not amount to a failure to pay rent. Mr Diab had failed to declare that his adult sons were living with him in his public housing home and had also failed to declare their income and had as a result paid a subsidised rent rather than full market rent over a number of years. On 21 May 2015 the Court of Appeal upheld the Appeal Panel’s decision finding that the subsidised rent was the rent to be paid by Mr Diab and he had not failed to pay rent on time, despite the backdated rent debt. The rent debt was a statutory debt and did not amount to a failure to pay rent.

**Secretary, NSW Department of Family and Community Services by his delegate
Principal Officer, Adoptions, Barnardos Re JLR [2015] NSWSC 926**

This Supreme Court (Bergin CJ) decision drew attention to the fact that under the *Adoption Act 2000* (the Act), a birth grandparent who is allowed contact with a grandchild under a registered adoption plan, may have difficulty enforcing any aspect of that plan, or having it reviewed by the court by their direct application. This is because a birth grandparent is not one of the ‘parties to the adoption’ as defined in the Act, and a grandparent would need to establish that they are a person having the benefit of a deemed order.

Adoption of RCC and RZA [2015] NSWSC 813

This decision of the Supreme Court (Brereton J) clarifies that for adoption proceedings, the role of the court is to determine which of the competing proposals is the most suitable to ensure the best interests of the child are met, now and in the future. It is not the role of the court to review parental responsibility decisions that have been made by the Children’s Court or other decisions made in the past for the child. The case also confirms that a parental responsibility order will not be imposed upon persons unless they agree to accept parental responsibility.

**Re David, Alan and Mary and the Director General Family and Community Services
[2014] NSWSC 1957**

This decision of the Supreme Court (Slattery J) held that an injunction preventing FACS from disclosing information, which was provided in confidence by the appellant, to NSW Police would have a tendency to obstruct the administration of the criminal justice system. It was not appropriate for the court to grant an injunction simply to provide FACS a ‘reasonable excuse’ not to provide the information to police.

**Re Henry: JL v Secretary, Department of Family and Community Services [2015]
NSWCA 89; JS v Secretary, Department of Family and Community Services [2014]
NSWCA 441; Re Felicity: FM v Secretary, Department of Family and Community
Services (No 3) [2014] NSWCA 226**

The three decisions of the Court of Appeal, concerning when the court might review a decision of the District Court, regarded an appeal from the Children’s Court in a care matter. In each case the Court of Appeal confirmed:

- there is no statutory right of appeal from a decision of the District Court in a care matter
- for an application for review under section 69 of the *Supreme Court Act 1970* to succeed, the applicant needs to establish either jurisdictional error or an error of law on the face of the record
- to establish a jurisdictional error the applicant would need to show that either the District Court made a decision outside the limits of the functions and powers conferred on it, or it made a decision that it lacked power to make
- when looking at an error on the face of the record, the record includes the reasons of the District Court.

**Achieve Australia Ltd v Department of Family and Community Services [2014]
NSWCATAD 171**

This was an external review under the *Government Information (Public Access) Act 2009* (GIPA Act) by a third party objector. The service provider objected to the disclosure of a report into some issues related to their service which led to a complaint to the Ombudsman. The tribunal decided that the Ombudsman’s Office exemption in Schedule 2 of the GIPA Act applied as the report was commissioned by the department from an external investigator at the request of the Ombudsman and the investigation was monitored by the Ombudsman’s Office. The tribunal ruled that the original application for the report was invalid. The decision has implications for access to information about investigations where a complaint has been made to the Ombudsman about a funded service provider under the *Community Relations (Complaints Review and Monitoring) Act 1993*, which the Ombudsman then refers to an agency or service provider to investigate.

3.10 Work health and safety

FACS (cluster)

Number of workers compensation claims, cost incurred and average cost (2011–12 to 2014–15) at 30 June each year

	2011–12	2012–13	2013–14	2014–15
FACS (department)				
Total claims	1217	852	802	732
Total cost incurred (\$)	14,535,429	10,166,959	11,003,044	10,103,578
Average cost (\$) per claim	11,944	11,933	13,720	13,803
Aboriginal Housing Office				
Total claims	2	3	2	1
Total cost incurred (\$)	36,645	22,272	97,719	52,529
Average cost (\$) per claim	18,322	7424	48,859	52,529
Home Care Service of NSW				
Total claims	367	248	234	284
Total cost incurred (\$)	3,813,860	1,835,183	2,048,688	2,768,207
Average cost (\$) per claim	10,392	7400	8755	9747
NSW Land and Housing Corporation				
Total claims	–	–	3	10
Total cost incurred (\$)	–	–	7011	97,228
Average cost (\$) per claim	–	–	2337	9723
Total FACS cluster				
Total claims	1609	1113	1045	1027
Total cost incurred (\$)	18,632,946	12,104,754	13,163,529	13,021,543
Average cost (\$) per claim	11,580	10,876	12,597	12,679

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. 2014–15 at 30 June 2015).

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

Source: NSW Self Insurance Corporation Data Warehouse.

Work health and safety (WHS) performance in 2014–15

There was a 1.7 per cent reduction in the total number of reported claims (injuries) for FACS in 2014–15, compared to the previous year based on data at 30 June 2015. In total, 1027 claims (that incurred a financial cost) were reported during the 2014–15 year compared to 1045 in 2013–14.

The average cost per claim in 2014–15 remained steady compared with 2013–14. This is a positive result in view of the fact that the average cost per claim across both the WorkCover NSW and Treasury Managed Fund schemes is increasing.

An improvement in workers compensation claims performance has, in part, been achieved by adopting a structured and targeted claims and injury management review approach coordinated by the FACS Central Office with district staff and FACS claims manager QBE.

During 2014–15, FACS developed and rolled out comprehensive WHS policies, procedures and tools to help achieve compliance across the cluster. Monthly WHS performance reports highlighting key risks and focus areas are now provided to each district/business stream to further support the WHS implementation.

Work related injuries/illness in 2014–15

The three main injury types for FACS continue to be related to manual handling (body stressing), slips/trips/falls and psychological (mental stress) injury.

Challenges and future directions

With the decentralisation of WHS and injury management functions across FACS, there will be increased focus on supporting the FACS districts in meeting their health, safety and injury management obligations, and to ensure a consistent framework of service delivery across all FACS business streams.

Transition management is a key WHS focus in an environment of significant change with major transformations underway. These changes included the Home Care Service of NSW transition, transfer of disability services to NDIS and the dissolution of the large residential centres specialist supported living directorate. In addition, there are a number of internal programs such as OneFACS, *Government Sector Employment Act 2013* implementation and repoint to districts. FACS will work to ensure a smooth and safe transition of these services, ensuring that both FACS and NGOs are aware of and carry out their WHS due-diligence obligations.

Building on the momentum from 2014–15, FACS has developed a robust program of works for 2015–16 that will see the cluster further embedding its systems and processes and continue to deliver on its WHS priorities around capabilities, risk management and culture. During 2015–16, FACS will implement a comprehensive *Health and Wellbeing Framework* incorporating both physical and psychological health as well as resilience. We will continue to support our staff through an improved *Employee Assistance Program* tailored to their needs.

Prosecutions under the *Work Health and Safety Act 2011*

There were no prosecutions under the *Work Health and Safety Act 2011* in 2014–15.

3.11 Promotion (overseas visits)

FACS employees made 14 overseas visits in 2014–15. The purposes for the visits were to gather vital market research information and attend conferences to promote NSW expertise in service delivery, the further development of public administration practices, and community services commitments. There were no overseas visits made by employees from the Aboriginal Housing Office, NSW Land and Housing Corporation and Home Care Service of NSW in 2014–15.

Section in FACS cluster	Officer	Dates	Purpose of visit	Destination
FACS Department	Caseworker*	4–7 November 2014	Accompanying a child to their grandmother's funeral.	Kaitaia, New Zealand
	Caseworker*	4–7 November 2014		
	Deidre Mulkerin	11–24 April 2015	To gather information on functionality and implementation processes as a vital part of the \$100 million <i>Safe Home for Life</i> information and communication technology project.	United Kingdom and Canada
	Tim Hume	11–24 April 2015		
	Greg Wells	11–24 April 2015		
	Lisa Alonso Love	11–24 April 2015		
	Kate Alexander	28 March – 1 April 2015	Attend the 2015 Australasian Child Abuse and Neglect Conference.	Auckland, New Zealand
	Deb Cornale (self funded – on-duty)	29 March – 1 April 2015		
	Mary Evans	22–25 November 2014	Executive Masters in Public Administration course – ANZSOG.	Wellington, New Zealand
	Lesley Milbourne	22–25 November 2014		
	Maggie Smyth	22–25 November 2014		
	Nancy Stefanovski	22–26 November 2014		
	Janet Vickers	15–21 February 2015	Attend meeting with members of the New Zealand Children's Action Plan Directorate to view the establishment of the children's teams, social sector trials, VIKI (IT hub), data sharing, and the youth justice approach.	Wellington, New Zealand
	Alix Goodwin (funded by fellowship – on duty)	September 2014	Churchill Fellowship – research trip.	United Kingdom and Sweden
NSW Land and Housing Corporation	None			
Aboriginal Housing Office	None			
Home Care Service of NSW	None			

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

3.12 Research and development

FACS (department)

Project name	Details of project	2014–15 funding (\$ GST inclusive unless otherwise indicated)
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 Housing and Urban Research Institute – <i>National Housing Research</i> program	The <i>National Housing Research</i> program is funded by Australian jurisdictions to improve the evidence base on housing and homelessness issues.	\$530,290
Pathways of Care longitudinal study of children and young people in out-of-home care (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 (commenced in 2010)
Evaluation of the transition of out-of-home care to the non-government sector	The evaluation aims to assess whether the transition of OOHC service delivery to the NGO sector results in improved outcomes for children and young people compared to under Community Services.	\$45,000
Evaluation of <i>Practice First</i> program	The evaluation aims to assess and improve systems, practices and culture relating to the assessment, decision making and support for children and young people identified at risk of significant harm.	\$150,000
Creating conditions for collective impact study: Transforming the child-serving system in disadvantaged communities – Griffith University	The 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.	\$40,000
NSW child development study – University of NSW	This study is a 15–20 year project to identify early childhood vulnerability and resilience markers for a variety of health, social and wellbeing outcomes.	\$40,000
<i>Open Adoptions Research</i> initiative	The initiative encompasses a suite of projects developing evidence and tools for innovative OOHC adoption practices across the sector.	\$306,789

Aboriginal Housing Office

Project name	Details of project	2014–15 funding (\$ GST inclusive unless otherwise stated)
Understanding housing supply and demand in remote and outer regional NSW	Investigated demand for housing in 22 Aboriginal communities located in the north-west, far-west and central-west of NSW, to inform the AHO's planning around housing supply.	\$177,409 over two financial years (2013–14 to 2014–15)

The NSW Land and Housing Corporation and Home Care Service of NSW did not undertake any research or development projects in 2014–15.

3.13 Right to information

Review of proactive release program

In 2014–15, FACS updated the contents of its website and conducted an annual review of proactively released information when it updated its *Agency Information Guide* in 2014–15. FACS regularly reviews its programs to ensure that information which is in the public interest and which assists people with access to services is made publicly available. FACS provides information about major plans and services to individuals, families and carers, and service providers. Other information is also proactively released via the FACS website, for example policies, resources, reports, plans, papers, newsletters and statistical information.

Number of access applications received

During 2014–15, FACS received 739 access applications.

Number of refused applications for Schedule 1 information

During 2014–15, FACS refused 228 access applications because the information requested was referred to in Schedule 1 of the *Government Information (Public Access) Act 2009* (GIPA Act). Of the 228 applications, one was refused in full and 227 were refused in part.

Statistical information about access applications for the FACS cluster

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	1	2	1	2	0	3	0	1
Members of Parliament	0	1	0	2	0	4	0	0
Private sector business	0	1	0	4	0	0	0	0
Not-for-profit organisations or community groups	5	35	0	16	3	4	0	5
Members of the public (application by legal representative)	24	230	2	23	4	7	0	9
Members of the public (other)	51	205	4	48	11	8	2	22

* 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*	67	453	5	72	18	13	2	34
Access applications (other than personal information applications)	13	15	2	21	0	13	0	3
Access applications that are partly personal information applications and partly other	1	6	0	2	0	0	0	0

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

Table C: Invalid applications	Number of applications
Reason for invalidity	
Application does not comply with formal requirements (section 41 of the Act)	122
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	122
Invalid applications that subsequently became valid applications	78

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	22
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	203
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	303
Law enforcement and security	4
Individual rights, judicial processes and natural justice	443
Business interests of agencies and other persons	85
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate freedom of information legislation	0

Table F: Timeliness	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	585
Decided after 35 days (by agreement with applicant)	23
Not decided within time (deemed refusal)	124
Total	732

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)	Decision varied	Decision upheld	Total
Internal review	2	2	4
Review by Information Commissioner*	2	7	9
Internal review following recommendation under section 93 of the Act	1	1	2
Review by Administrative Decisions Tribunal	2	3	5
Total	7	13	20

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

Table H: Applications for review under Part 5 of the Act (by type of applicant)	Number of applications for review
Applications by access applicants	20
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)	Number of applications transferred
Agency-initiated transfers	11
Applicant-initiated transfers	1

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 *Public Interest Disclosures Act 1994* (NSW) (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, FACS staff are required to report certain information. This information is in the table below.

Public interest disclosures 2014–15	Public interest disclosures made by public officials in performing their day-to-day functions	Public interest disclosures not covered by column 1 that are made under a statutory or other legal obligation	All other public interest disclosures
Number of public officials who made public interest disclosures to the agency	0	0	2
Number of public interest disclosures received in total	0	0	8
Number of public interest disclosures finalised	0	0	8

Disclosures received primarily about:			
Corrupt conduct	0	0	7
Maladministration	0	0	1
Serious and substantial waste of public money	0	0	0
Government information contraventions	0	0	0
Local government pecuniary interest contraventions	0	0	0

3.15 Internal audit and risk management

Audit and Risk Committee

FACS has a department-led Risk and Audit Committee (RAC) which shares its audit and risk functions with the Aboriginal Housing Office (AHO) and Home Care Service of NSW (HCS). NSW Land and Housing Corporation (LAHC) undertakes its own audit and risk management. Ministerial exceptions were granted to AHO and HCS to allow the sharing of audit and risk functions with FACS.

As part of its compliance with Treasury Policy Paper 09-05 Internal Audit and Risk Management Policy for the NSW public sector, the committee's advisory role assisted the Secretary in monitoring risks and providing oversight of the reforms currently underway. In addition, the RAC regularly reviewed and monitored the risk registers for FACS and HCS; the implementation of recommendations relating to external audit issues and major internal matters across FACS and its related entities; fraud and corruption reports; and compliance with relevant legislation and policies.

Five FACS RAC meetings were held in 2014–15 and the number of meetings attended by each member was:

- Elizabeth Carr (Independent Chair) – 5
- Denise Aldous (Independent Member) – 4
- Glenys Roper (Independent Member) – 5
- Abby Bloom (Independent Member) – 4
- Carol Holley (Independent Member) – 3.

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

Five LAHC RAC meetings were held in 2014–15 and the number of meetings each member attended was:

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

Internal audits

The risk-based, strategic three-year Internal Audit Plan for 2014–15 to 2016–17 was developed and approved by the RAC to provide assurance over the processes and controls in place to manage risk and improve governance across FACS. The audit projects are delivered through a co-sourced arrangement between the in-house internal audit team and the contracted service providers, KPMG and Deloitte. The Chief Audit Executive reports to the RAC and the FACS Executive on the status of the Internal Audit Plan, as well as the findings and recommendations of completed audit projects. In 2014–15, 24 internal audit reports were completed and endorsed by the RAC and relevant division and/or FACS Executive.

Other major projects

The FACS internal audit team has undertaken other work across FACS on high risk matters to inform business practices and improvements. This work included reviewing the administration of specific FACS programs, for example the delivery of Seniors Card services, and a review of potential cases of fraud within FACS.

Risk management

- FACS continued to enhance its *Enterprise Risk Management Framework* and uploaded the framework onto the FACS intranet with associated documentation and fact sheets.
- A Strategic Risk Register has been maintained for the department. The register details key strategic risks and mitigation strategies to manage the risk. The Governance and Assurance directorate provides the FACS Executive Board and the RAC with regular risk reporting, including updates on the status of actions to address key risks.
- The Governance and Assurance directorate continues to facilitate risk workshops with business areas and districts to assist them in undertaking risk management, as well as developing effective controls to mitigate risk. The directorate also continues to be involved in supporting the FACS major reforms project groups in undertaking risk management.
- In October 2014, the FACS Executive Board endorsed the *FACS Business Continuity Management Policy and Framework*, and the FACS Emergency and Business Continuity Incident Management Plan.
- Business Continuity Management was piloted to three districts and AHO by the Governance and Assurance directorate during November 2014. The pilots involved completion of Business Impact Analysis and Business Continuity Plans, using templates designed to reflect new OneFACS and FACS localisation reforms.
- The Governance and Assurance directorate continued to develop the *FACS Pandemic Plan*.

Governance support

- Ongoing implementation of a FACS-wide legislative and administrative compliance framework to monitor the FACS compliance with legislative and administrative instruments.
- Ongoing implementation of a FACS-wide internal controls compliance assessment program of key risk areas of corporate policy and procedural requirements to meet requirements of Treasury Paper 09-05.
- Ongoing development and implementation of the *Continuous Data Mining* program to identify exceptions in IT systems data that could involve potential non-compliance, errors, fraudulent or corrupt activities. In 2014–15, a pilot program was successfully rolled out to Ageing, Disability and Home Care SAP systems. The program is expanding to the FACS and Community Services SAP system.
- 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 a central register for reporting corrupt activities and effective analysis and reporting of corruption allegations and incidences.
- Management of fraud/corruption investigations and significant reviews across FACS.

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

The total cost of the insurance premiums for 2014–15 was \$52.3 million. This was a decrease of 15 per cent (\$9.2 million) compared to the previous year. The main reason was a 16 per cent (\$8.1 million) decrease in workers compensation premiums, predominantly due to a decrease in the industrial classification rate and reduction in claims experience premium.

FACS internal audit and risk management attestation statement



Internal Audit and Risk Management Statement for the 2014-2015 Financial Year for the Department of Family and Community Services

I, Michael Coutts-Trotter, Secretary am of the opinion that the Department of Family and Community Services (FACS) has internal audit and risk management processes in operation that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08: *Internal Audit and Risk Management Policy*.

I, Michael Coutts-Trotter 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 09/08. The Chair and Members of the Risk and Audit Committee are:

- Independent Chair, Elizabeth Carr, 1 January 2014 to 31 December 2016
- Independent Member, Carol Holley, 14 June 2010 to 30 June 2015
- Independent Member, Denise Aldous, 1 October 2013 to 30 September 2017
- Independent Member, Abby Bloom, 1 July 2014 to 30 June 2018
- Independent Member, Glenys Roper, 1 July 2014 to 30 June 2018

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

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

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

Michael Coutts-Trotter
Secretary
Department of Family and Community Services

Date: 21.8.15

Aboriginal Housing Office internal audit and risk management attestation statement



Internal Audit and Risk Management Statement for the 2014-2015 Financial Year for the Aboriginal Housing Office

I, Leah Armstrong, 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*.

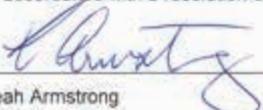
I, Leah Armstrong am of the opinion that the internal audit and risk management processes for AHO depart from the following core requirements set out in Treasury Circular NSW TC 09/08 and that (a) the circumstances giving rise to these departures have been determined by the Portfolio Minister and (b) 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
Core Requirement 1 – The Chief Audit Executive (CAE) is to be appointed for the statutory body.	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.
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.	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.
Core Requirement 3 – The statutory body is to appoint independent Chairs and Members of the Audit and Risk Committee.	As a statutory body, the AHO is a participating entity in a shared arrangement for internal audit and risk management with the Principal Department.
Core Requirement 4 – The statutory body must ensure that the Audit and Risk Committee has a Charter. The CAE should report administratively to the governing board of the statutory body and functionally to the Risk and Audit Committee.	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.

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.


Leah Armstrong
Chairperson

Date: 27/08/2015

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



Family & Community Services
Ageing, Disability & Home Care



Home Care Service of NSW

ABN 40 572 876 701

Internal Audit and Risk Management Statement for the 2014-2015 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 (HCS) 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 HCS 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 HCS 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"> Core Requirement 1 – The Chief Audit Executive (CAE) is to be appointed for the statutory body. 	The HCS 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 HCS.
<ul style="list-style-type: none"> 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. 	The HCS 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 HCS 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"> Core Requirement 3 – The statutory body is to appoint independent Chairs and Members of the Audit and Risk Committee. 	As a statutory body, the HCS is a participating entity in a shared arrangement for internal audit and risk management with the Principal Department.
<ul style="list-style-type: none"> Core Requirement 4 – The statutory body must ensure that the Audit and Risk Committee has a Charter. <p>The CAE should report administratively to the governing board of the statutory body and functionally to the Audit and Risk Committee.</p>	The HCS 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.

These processes, including the practicable alternative measures implemented, provide a level of assurance that enables the senior management of the HCS 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 Coultts-Trotter
Secretary
Department of Family and Community Services

Date: 21.8.15

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



**Family &
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Land & Housing Corporation

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Ref: LDG15/55

Internal Audit and Risk Management Statement for the 2014-2015 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 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 the LAHC to understand, manage and satisfactorily control risk exposures.

I am of the opinion 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 2015)
- Mr Peter Scarlett, Independent Member (period of appointment from 17 December 2013 to 17 December 2016)
- Ms Dianne Hill, Independent Member (period of appointment from 27 May 2014 to 27 May 2017).

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: 5.8.15

3.16 Audit findings

There are no significant findings that have been made by the Auditor-General for FACS, Aboriginal Housing Office, Home Care Service of NSW and the John Williams Memorial Charitable Trust. For LAHC, the Auditor-General raised a significant matter relating to the Bonnyrigg Project in his Statutory Audit Report 2014. LAHC completed a detailed review of this matter as outlined below.

The Bonnyrigg Living Communities Project was a public private partnership (PPP) between LAHC and the project company, New Leaf Communities. As a result of entities providing redevelopment services to the project company being placed under receivership, the NSW Government approved a wind up of these development arrangements effective 1 March 2015.

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 (Recognition) Act 2010*.

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

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

Presentations to raise awareness among public sector agencies about carers were delivered at:

- Carers NSW 2015 Biennial Conference, Sydney Olympic Park, May 2015
- Australian National Carer Conference, Gold Coast, November 2014
- Association of Relatives and Friends of the Mentally Ill forum, August 2014
- NSW Health Carer Support Officers State-wide meeting, North Sydney, August 2014.

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

In August 2015, the Minister for Ageing and Disability Services launched the *NSW Carers Strategy 2014–2019*. FACS co-designed the strategy with carers and a broad range of stakeholders from across NSW. The strategy will deliver 16 projects in collaboration with carers, and government and non-government partners. The projects aim to make a practical difference for carers in areas such as employment, education, and health and wellbeing. Highlights from projects already underway include taking action to:

- recognise and support the valuable contribution of carers through media campaigns such as Care for a Carer
- support children and young people who are carers – working with Apps4NSW and Carers NSW to develop a Young Carer App that enables young people to self-identify as a carer and get support
- improve information for carers in Aboriginal communities – working with Aboriginal community partners, peak agencies and the NSW Trustee and Guardian to develop and promote culturally appropriate information and resources
- recognise carers' unique knowledge and experience – working with NSW Community Services and Health Industry Training Advisory Body to develop a tool to assist carers to understand how their skills, knowledge and experience can be successfully used to gain employment.

The policies, procedures and related resources for people in ADHC-operated accommodation support services are consistent with and promote the principles of the Carers Charter, as relevant to the provision of these services in a person-centred way.

The guidelines for the *NSW Community Care Supports* program specify that carers needs should be considered in keeping with the NSW Carers Charter. FACS funded disability service providers are also required to consider carers' needs.

The Accommodation Support Register Guidelines specifically includes carers in areas such as applying for supported accommodation; transition planning; and individualised funding arrangements. It also mentions the role carers can have in capacity building projects.

The development of the FACS Disability Inclusion Action Plan is aligned with many of the strategies within the Act.

Consultation with Carers

The Act establishes the Carers Advisory Council to advance the interests of carers and provide advice to the government on matters that impact on carers. In 2014–15, the NSW Carers Advisory Council met four times and considered a range of issues and policy developments that impact carers, for example, the development of the NSW Carers Strategy and the NSW Mental Health Commission's development of the NSW Mental Health Strategic Plan. It also provided input on the NSW Housing policy change on succession of tenancy.

Carers Advisory Council members represented the council on five committees, including the Person Centred Approaches Ministerial Reference Group and Mental Health Commission's Community Advisory Committee.

Carers NSW represented carers at the meeting, the needs of clients with disability round table discussion on 19 February 2015 and Minister's Social Housing Forum 25 May 2015.

Organisations with an interest in carers' issues were included in consultation for *Social Housing in NSW: A discussion paper for input and comment*.

When developing community access initiatives, particularly respite for carers of a person with disability, ADHC routinely consults with Carers NSW for advice and input in relation to carers.

In 2014–15, the *Aboriginal Flexible Respite* program was expanded across the state. ADHC's Aboriginal Advisory Committee, which includes a number of Aboriginal carer representatives, was consulted for input and feedback on the program.

The *Employment Enablement Strategy* framework was implemented in 2014–15. Carers and families were consulted in the development of the strategy through focus groups and roundtable discussions.

The *Community Support* program was implemented in 2014, replacing the *Attendant Care* program and the *High Needs Pool*. Feedback was sought from Carers NSW, and participants and their carers as part of the development of the program.

Examples of work for and with carers

FACS continues to support Carers Week, an annual national event in October to raise awareness of unpaid carers and acknowledge the valuable contribution they make to the community. FACS also continues to host the annual NSW Carers Awards.

State-wide Behaviour Intervention Services includes carers in the review, development and implementation of therapeutic intervention to support the client in managing behaviours of concern. Filial Play Therapy, which builds on individual sessional play with the child, is used and includes the involvement of carers as an integral part of the therapy process.

The design and implementation of the NDIS will support carers of people with disability to achieve their identified social and economic outcomes. Carers will also be supported by the Information, Linkages and Capacity Building component of the NDIS, which can provide carer specific support, including referral, information, capacity building, education, support groups and counselling.

In 2014–15, FACS made available \$150,000 available to Carers NSW to administer grants for local events during Carers Week. This enabled community groups to host activities for carers in recognition of the valuable contribution they make to their communities.

3.18 Privacy management

FACS (department)

Privacy Management Plan

A review of privacy practices and a draft FACS Privacy Management Plan to replace earlier plans for the former divisions of the department were commissioned from Salinger Consulting in January 2014. The draft plan was delivered in May 2014. Internal consultation on the draft plan was undertaken in May–June 2014. Work is ongoing to ensure the impact of the FACS restructure is properly considered in implementing the recommendations in the draft plan.

Internal reviews

In 2014–15, 38 internal review applications made under the *Privacy and Personal Information Protection Act 1998* (PIIP Act) were received by FACS.

Thirty-two applications were finalised while six applications were incomplete as at 30 June 2015. In addition to the 38 applications lodged, one disability internal review was lodged in March 2014 (previous financial year) and finalised on 29 July 2014.

Of the 32 finalised applications, 27 were managed by a privacy contact officer and two dealt with by district staff as the privacy contact officer was involved with the matter under review. Of the remaining three finalised applications, one was managed by the Deputy Secretary, Southern Cluster, one by Housing State-wide Services and one by FACS Legal. In the course of the review managed by FACS Legal, an earlier internal review by a Deputy Secretary of an application by the same applicant was reviewed at the request of the Information and Privacy Commission.

The six incomplete applications were managed by a privacy contact officer.

Aboriginal Housing Office

AHO is in the process of developing a Privacy Management Plan in accordance with FACS guidelines.

In 2014–15, AHO did not conduct any internal reviews under the PIIP Act or *Health Records and Information Privacy Act 2002*, and did not receive any internal review applications made under the PIIP Act.

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

LAHC is part of FACS and aligns itself to the FACS Privacy Management Plan and practices as stated on the FACS website. In 2014–15, no internal review applications made under the PIIP Act were received by LAHC.

3.19 Payment of accounts

FACS (department) payment of accounts for goods and services

The payment of accounts is closely monitored by each entity to ensure accounts are paid in accordance with NSW Treasury directions. Process improvements across the department and related entities are being undertaken to further improve payment on time performance. The improvements in the June 2015 quarter payment performance is the result of ongoing developments with internal policies and vendor communication outlining the department's new policy regarding receipt of a correctly rendered invoice. Accounts payable policies and procedures have been revised to align with the guidelines established by the NSW Small Business Commissioner.

Aged analysis at the end of each quarter

Quarter	Current (i.e. within due date) \$	Less than 30 days overdue \$	Between 30 and 60 days overdue \$	Between 61 and 90 days overdue \$	More than 90 days overdue \$
All suppliers					
Sep-14	28,402,474	148,268	50,693	19,393	80,147
Dec-14	26,311,046	43,217	362,975	19,870	74,453
Mar-15	9,755,466	191,492	43,384	1,726,170	61,008
Jun-15	28,356,057	385,870	77,109	101,120	124,602
Small business suppliers					
Sep-14	635,028	1734	4594	2853	4196
Dec-14	784,582	7788	1884	0	2632
Mar-15	1,034,253	10,635	1680	1066	2128
Jun-15	2,310,144	2750	0	119	552

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

Source: Department of Family and Community Services consolidated financial statements (FACS Annual Report 2014–15 Vol 2: Audited Consolidated Financial Statements).

Accounts due or paid within each quarter

Measure	Sep-14	Dec-14	Mar-15	Jun-15
All suppliers				
Number of accounts due for payment	168,779	158,925	164,835	340,188
Number of accounts paid on time	160,861	150,286	154,054	335,616
Actual percentage of accounts paid on time (based on no. of accounts)	95%	95%	93%	99%
Dollar amount of accounts due for payment (\$)	1,276,018,417	1,456,896,720	993,551,652	2,074,526,076
Dollar amount of accounts paid on time (\$)	1,223,594,363	1,409,392,269	942,548,287	2,057,499,114
Actual percentage of accounts paid on time (based on \$)	96%	97%	95%	99%
Number of payments for interest on overdue accounts	6	16	12	5
Interest paid on overdue accounts (\$)	416	1174	454	424
Small business suppliers				
Number of accounts due for payment to small businesses	4574	4213	3501	6258
Number of accounts due to small businesses paid on time	3985	3608	2812	5852
Actual percentage of small business accounts paid on time	87%	86%	80%	94%
Dollar amount of accounts due for payment to small businesses (\$)	7,823,446	5,645,813	4,783,134	18,283,455
Dollar amount of accounts due to small businesses paid on time (\$)	7,431,909	5,015,341	4,157,758	17,571,706
Actual percentage of small business accounts paid on time (based on \$)	95%	89%	87%	96%
Number of payments to small businesses for interest on overdue accounts	6	16	12	5
Interest paid to small businesses on overdue accounts (\$)	416	1174	454	424

Note: The improvements in the June 2015 quarter payment performance is the result of ongoing developments with internal policies and vendor communication outlining the department's new policy regarding receipt of a correctly rendered invoice. Accounts payable policies and procedures have been revised to align with the guidelines established by the NSW Small Business Commissioner.

Source: Department of Family and Community Services consolidated financial statements (FACS Annual Report 2014–15 Vol 2: Audited Consolidated Financial Statements).

Aboriginal Housing Office payment of accounts for goods and services

Aged analysis at the end of each quarter

Quarter	Current (i.e. within due date) \$	Less than 30 days overdue \$	Between 30 and 60 days overdue \$	Between 61 and 90 days overdue \$	More than 90 days overdue \$
All suppliers					
Sep-14	421,866	9147	0	0	253
Dec-14	10,298	0	0	28,829	0
Mar-15	75,065	0	0	0	80
Jun-15	320,349	45	0	0	0
Small business suppliers					
Sep-14	165,045	0	0	0	0
Dec-14	30,950	0	0	0	0
Mar-15	18,383	0	0	0	0
Jun-15	300,369	0	0	0	0

Source: Aboriginal Housing Office financial statements (FACS Annual Report 2014–15 Vol 2: Audited Consolidated Financial Statements).

Accounts due or paid within each quarter

Measure	Sep-14	Dec-14	Mar-15	Jun-15
All suppliers				
Number of accounts due for payment	656	647	647	673
Number of accounts paid on time	579	542	539	651
Actual percentage of accounts paid on time (based on no. of accounts)	88%	84%	83%	97%
Dollar amount of accounts due for payment (\$)	43,323,277	26,618,534	13,930,500	36,571,580
Dollar amount of accounts paid on time (\$)	43,142,052	26,238,630	13,204,838	36,537,738
Actual percentage of accounts paid on time (based on \$)	100%	99%	95%	100%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts (\$)	0	0	0	0
Small business suppliers				
Number of accounts due for payment to small businesses	45	42	49	27
Number of accounts due to small businesses paid on time	45	39	42	26
Actual percentage of small business accounts paid on time	100%	93%	86%	96%
Dollar amount of accounts due for payment to small businesses (\$)	581,299	232,626	406,267	66,055
Dollar amount of accounts due to small businesses paid on time (\$)	581,299	231,058	375,371	65,370
Actual percentage of small business accounts paid on time (based on \$)	100%	99%	92%	99%
Number of payments to small businesses for interest on overdue accounts	0	0	0	0
Interest paid to small businesses on overdue accounts (\$)	0	0	0	0

Note: The improvements in the June 2015 quarter payment performance is the result of ongoing developments with internal policies and vendor communication outlining the department's new policy regarding receipt of a correctly rendered invoice. Accounts payable policies and procedures have been revised to align with the guidelines established by the NSW Small Business Commissioner.

Source: Aboriginal Housing Office financial statements (FACS Annual Report 2014-15 Vol 2: Audited Consolidated Financial Statements).

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

Aged analysis at the end of each quarter

Quarter	Current (i.e. within due date) \$	Less than 30 days overdue \$	Between 30 and 60 days overdue \$	Between 61 and 90 days overdue \$	More than 90 days overdue \$
All suppliers					
Sep-14	1,206,676	1561	0	13,826	4184
Dec-14	215,498	0	846	50	4882
Mar-15	310,290	946	5942	0	5081
Jun-15	700,494	0	0	16,683	8731
Small business suppliers					
Sep-14	99,930	1518	0	0	0
Dec-14	83,023	0	0	0	0
Mar-15	83,739	0	5942	0	0
Jun-15	219,085	0	0	16,683	7328

Source: Home Care Service of NSW consolidated financial statements (FACS Annual Report 2014–15 Vol 2: Audited Consolidated Financial Statements).

Accounts due or paid within each quarter

Measure	Sep-14	Dec-14	Mar-15	Jun-15
All suppliers				
Number of accounts due for payment	6380	5446	5624	6550
Number of accounts paid on time	5576	4786	4692	6190
Actual percentage of accounts paid on time (based on no. of accounts)	87%	88%	83%	95%
Dollar amount of accounts due for payment (\$)	30,330,518	59,910,682	37,827,116	19,866,159
Dollar amount of accounts paid on time (\$)	29,087,503	59,214,357	36,463,080	19,301,721
Actual percentage of accounts paid on time (based on \$)	96%	99%	96%	97%
Number of payments for interest on overdue accounts	2	0	1	0
Interest paid on overdue accounts (\$)	117	0	21	0
Small business suppliers				
Number of accounts due for payment to small businesses	856	741	700	843
Number of accounts due to small businesses paid on time	759	648	578	794
Actual percentage of small business accounts paid on time	89%	87%	83%	94%
Dollar amount of accounts due for payment to small businesses (\$)	1,089,569	1,132,720	1,154,835	1,727,886
Dollar amount of accounts due to small businesses paid on time (\$)	981,454	1,067,253	1,063,100	1,674,890
Actual percentage of small business accounts paid on time (based on \$)	90%	94%	92%	97%
Number of payments to small businesses for interest on overdue accounts	2	0	1	0
Interest paid to small businesses on overdue accounts (\$)	117	0	21	0

Note: The improvements in the June 2015 quarter payment performance is the result of ongoing developments with internal policies and vendor communication outlining the department's new policy regarding receipt of a correctly rendered invoice. Accounts payable policies and procedures have been revised to align with the guidelines established by the NSW Small Business Commissioner.

Source: Home Care Service of NSW consolidated financial statements (FACS Annual Report 2014–15 Vol 2: Audited Consolidated Financial Statements).

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

Aged analysis at the end of each quarter

Quarter	Current (i.e. within due date) \$	Less than 30 days overdue \$	Between 30 and 60 days overdue \$	Between 61 and 90 days overdue \$	More than 90 days overdue \$
All suppliers					
Sep-14	14,086,428	0	1683	1496	22,785
Dec-14	9,970,605	308	0	0	22,143
Mar-15	17,758,897	12,912	1842	1685	22,143
Jun-15	19,507,727	674	519	0	21,453
Small business suppliers					
Sep-14	53,446	0	1683	1496	0
Dec-14	31,068	0	0	0	0
Mar-15	61,735	0	0	0	0
Jun-15	31,075	0	0	0	0

Source: NSW Land and Housing Corporation financial statements (FACS Annual Report 2014–15 Vol 2: Audited Consolidated Financial Statements).

Accounts due or paid within each quarter

Measure	Sep-14	Dec-14	Mar-15	Jun-15
All suppliers				
Number of accounts due for payment	153,637	158,364	140,111	162,232
Number of accounts paid on time	157,619	158,140	139,673	161,727
Actual percentage of accounts paid on time (based on no. of accounts)	100%	100%	100%	100%
Dollar amount of accounts due for payment (\$)	333,782,311	307,493,267	309,364,095	448,562,792
Dollar amount of accounts paid on time (\$)	333,725,267	306,023,002	302,971,304	444,115,433
Actual percentage of accounts paid on time (based on \$)	100%	100%	98%	99%
Number of payments for interest on overdue accounts	0	0	7	35
Interest paid on overdue accounts (\$)	0	0	310	3777
Small business suppliers				
Number of accounts due for payment to small businesses	1216	1273	770	1046
Number of accounts due to small businesses paid on time	1216	1222	714	986
Actual percentage of small business accounts paid on time	100%	96%	93%	94%
Dollar amount of accounts due for payment to small businesses (\$)	9,124,353	9,398,238	5,914,515	8,578,153
Dollar amount of accounts due to small businesses paid on time (\$)	9,124,353	9,256,253	5,731,067	8,102,586
Actual percentage of small business accounts paid on time (based on \$)	100%	98%	97%	94%
Number of payments to small businesses for interest on overdue accounts (based on no. of accounts)	0	0	7	35
Interest paid to small businesses on overdue accounts (\$)	0	0	310	3777

Source: NSW Land and Housing Corporation financial statements (FACS Annual Report 2014–15 Vol 2: Audited Consolidated Financial Statements).

3.20 Disclosure of controlled entities

The FACS financial entity incorporates the department operational clusters of Southern, Northern and Western and divisions of Strategic Reform and Policy; Programs and Service Design; Ageing, Disability and Home Care; Corporate Services; Aboriginal Housing Office group of staff; NSW Land and Housing Corporation group of staff; as well as the related entities of Home Care Service of NSW (HCS) and John Williams Memorial Charitable Trust. FACS as a reporting entity comprises all divisions and clusters under its control as noted above as well as related entities of HCS and John Williams Memorial Charitable Trust.

Home Care Service of NSW is a NSW statutory corporation and the largest provider of home and community care services in NSW. HCS, as a reporting entity, comprises the Home Care Services, the Home Care Service Advisory Board and the entity under its control, namely: Home Care Service Staff Agency (HCS Staff Agency). The HCS Staff Agency's objective is to provide personnel to the HCS services to allow the Home Care Service to fulfil its statutory functions. On 28 August 2015, the NSW Government entered into an agreement with Australian Unity to transfer the Home Care Service by early 2016.

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 care and accommodation for children with disability. The net book value of the properties is \$7.9 million at 30 June 2015. The trust also had a cash balance of \$1.9 million at 30 June 2015. The cash balance is held in interest earning facilities and facilitates ongoing maintenance of the properties. The trust has no performance targets or measures.

Separate financial statements are prepared for controlled entities of HCS, HCS Staff Agency, the trust and the non-controlled entities within the cluster, namely, LAHC and AHO.

3.21 Credit card certification

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

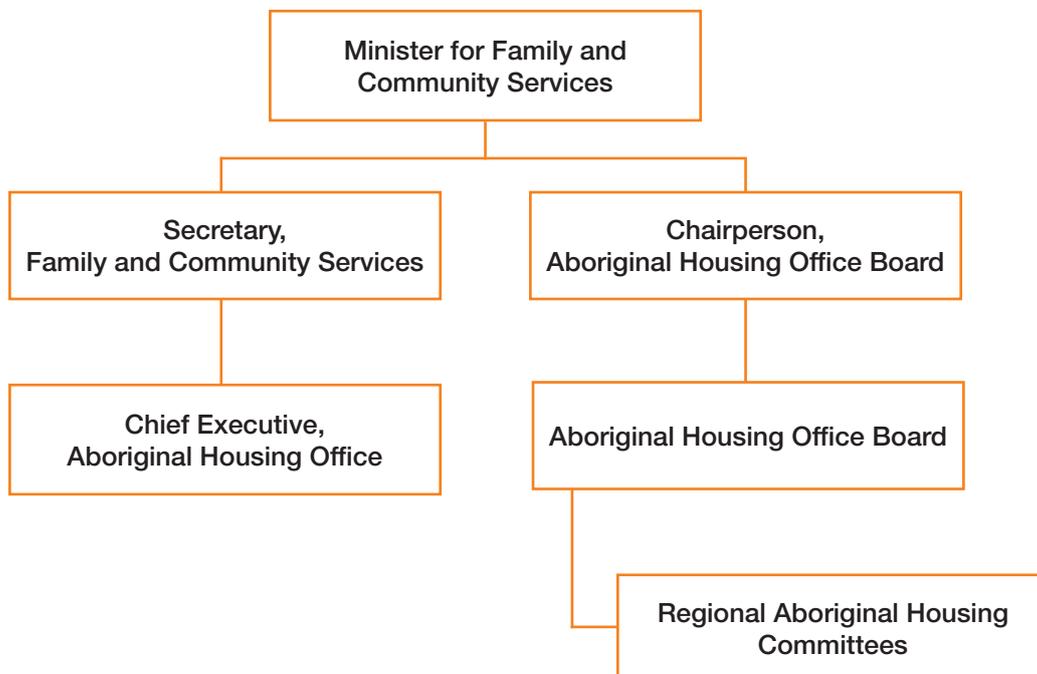
Aboriginal Housing Office Board

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 usually meets bimonthly in various locations across the state. The current board comprises 11 members, including the AHO Chief Executive as an ex-officio member. With the help of 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 newly appointed RAHCs commenced duties on 4 June 2015.

The AHO Board's responsibilities include:

- providing advice to governments about adequate housing
- advocating 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's performance against strategic plans and directions
- developing and upholding a culturally appropriate, professional and mutually respectful working relationship between the board, the executive and staff of the AHO and FACS
- developing and upholding a professional and mutually respectful AHO governance model embracing the role and responsibilities of RAHCs.



Board members

Leah Armstrong

Chairperson

Advanced Diploma of Community Services (Management)

Period of appointment:
20 June 2015 to 20 June 2017.

Ms Armstrong was appointed to the board by the Minister for Family and Community Services through an open merit selection process. Ms Armstrong did not attend any meetings held in 2014–15 due to the date of her commencement.

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 2014–15.

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 all of the five meetings held in 2014–15.

Beverly Manton

Board member

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

Ms Manton was appointed to the board by the Minister for Family and Community Services and attended four of the five meetings held in 2014–15. Ms Manton was reappointed to the Board by the Minister for Family and Community Services through an open merit selection process.

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 2014–15.

Anthony Ashby

Board member

Bachelor of Commerce (Accounting)

Period of appointment:
20 June 2015 to 20 June 2017.

Mr Ashby was appointed to the board by the Minister for Family and Community Services through an open merit selection process. Mr Ashby did not attend any meetings held in 2014–15 due to the date of his commencement.

Damien Bidjara-Barnes

Board member

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

Period of appointment:
20 June 2015 to 20 June 2017.

Mr Bidjara-Barnes was appointed to the board by the Minister for Family and Community Services through an open merit selection process. Mr Bidjara-Barnes did not attend any meetings held in 2014–15 due to the date of his commencement.

Neva Collings

Board member

Bachelor of Laws, Bachelor of Economics, Masters of Laws

Period of appointment:
20 June 2015 to 20 June 2017.

Ms Collings was appointed to the board by the Minister for Family and Community Services through an open merit selection process. Ms Collings did not attend any meetings held in 2014–15 due to the date of her commencement.

Mayrah Sonter

Board member

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

Period of appointment:
20 June 2015 to 20 June 2017.

Ms Sonter was appointed to the board by the Minister for Family and Community Services through an open merit selection process. Ms Sonter did not attend any meetings held in 2014–15 due to the date of her commencement.

Craig Taylor

Board member

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

Period of appointment:
20 June 2015 to 20 June 2017.

Mr Taylor was appointed to the board by the Minister for Family and Community Services through an open merit selection process. Mr Taylor did not attend any meetings held in 2014–15 due to the date of his commencement.

Shane Hamilton

Board member (ex-officio, non-voting)

Period of appointment:
24 November 2014 to ongoing.

Mr Hamilton is the Chief Executive, Aboriginal Housing Office. He was appointed to the board by the Minister for Family and Community Services and was a board participant for three official meetings held in 2014–15.

Michelle Craig

Former Chairperson

Period of appointment:
21 December 2011 to 20 June 2015.

Ms Craig was directly appointed to the board by the Minister for Family and Community Services and attended all of the five meetings held in 2014–15.

Terrance (Bill) Pritchard

Former board member

Period of appointment:
21 May 2013 to 20 June 2015.

Mr Pritchard was appointed to the board by the Minister for Family and Community Services and attended all of the five meetings held in 2014–15.

Stephen Ryan

Former board member

Period of appointment:
21 May 2013 to 21 May 2015.

Mr Ryan was appointed to the board via nomination from the NSW Aboriginal Land Council and attended two of the five meetings held in 2014–15.

Norma Ingram

Former board member

Period of appointment:
21 May 2013 to 27 August 2014.

Ms Ingram was appointed to the board by the Minister for Family and Community Services and resigned on 27 August 2014. Ms Ingram did not attend any meetings held in 2014–15.

Paul Morris

Former board member

Period of appointment:
21 May 2013 to 27 November 2014.

Mr Morris was appointed to the board by the Minister for Family and Community Services and resigned on 27 November 2014. Mr Morris did not attend any meetings held in 2014–15.

Mandy Young

Former board member (ex-officio, non-voting)

Bachelor of Social Work

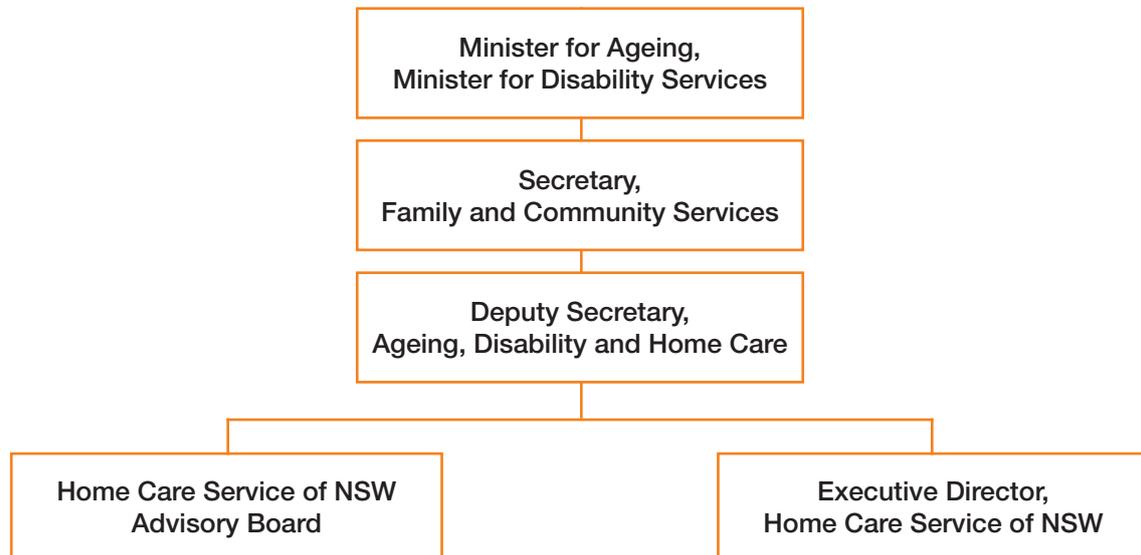
Period of appointment:
24 March 2014 to 28 November 2014.

Ms Young was appointed to the board by the Minister for Family and Community Services and was a board participant for two official meetings held in 2014–15.

Home Care Service of NSW Advisory Board

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

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



Board members

Jim Longley

Chairperson (ex-officio)

Bachelor of Economics, Master of Economics

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

Period of appointment:
Commenced 1 July 2013 to ongoing.

Mr Longley attended all meetings held in 2014–15.

Kevin Reilly

Board member (ex-officio)

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

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

Period of appointment:
22 April 2014 to ongoing.

Mr Reilly attended one meeting held in 2014–15.

Bruce Alcorn

Board member

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

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

Mr Alcorn was appointed to the board by the Governor through merit selection and attended all meetings held in 2014–15.

Donna Murray

Board member

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

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

Ms Murray was appointed to the board by the Governor through merit selection and attended all meetings held in 2014–15.

Diana D'Ambra

Board member

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

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

Ms D'Ambra was appointed to the board by the Governor through merit selection and attended all meetings held in 2014–15.

Susan Hatcher

Board member

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

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

Ms Hatcher was appointed to the board by the Governor through merit selection and attended all meetings held in 2014–15.

Gillian McFee

Board member

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

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

Ms McFee was appointed to the board by the Governor through merit selection and attended one of the two meetings held in 2014–15.

Gary Morris (OAM)

Board member

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

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

Mr Morris was appointed to the board by the Governor through merit selection and attended nil meetings held in 2014–15.

Leanne Morton

Board member

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

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

Ms Morton was appointed to the board by the Governor through merit selection and attended all meetings held in 2014–15.

3.23 Investment performance

Aboriginal Housing Office

The Aboriginal Housing Office does not have any investments.

Home Care Service of NSW

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 2014–15, HCS continued to invest its surplus cash flows in the NSW Treasury Corporation (TCorp) Hour-Glass cash and medium and long-term investment facilities. However, from 1 April 2015, the TCorp cash facility investment was transferred to the Treasury Banking System in line with NSW Treasury requirements. The financial year to date rate of return as at 30 June 2015 on the medium-term and long-term facilities was 7.37 per cent and 12.68 per cent respectively compared with respective benchmark rates of 7.32 per cent and 12.62 per cent.

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 2014–15, LAHC continued to invest its cash flows in money market facilities with appropriately rated Australian banks. The average rate of return for the year on these investments was 3.19 per cent compared to TCorp Hour Glass cash facility's 2.73 per cent. The Housing Reserve Fund forms part of LAHC and the performance of short-term funds in the Housing Reserve Fund has been included in this performance indicator.

3.24 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

As at 30 June 2015, the nominal value of NSW Land and Housing Corporation's (LAHC) debt portfolio was \$919 million. This comprises \$718 million in advances from the Australian Government, \$13 million in advances from the NSW Government, \$181 million in loans payable to TCorp and \$7 million in loans from other sources.

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

For compliance purposes, LAHC's interest rate risk policy is measured in terms of modified duration. The modified duration range applied for the financial year ended 30 June 2015 was 3.30 +/-0.30 (see table below).

During 2014–15, LAHC repaid \$42 million of its debts (\$30 million to the Australian Government and \$12 million to the NSW Government).

Debt performance

Modified duration for year ended	Position	Limit
30 June 2015	3.3855	3.00–3.60

Source: LAHC Financial Statement, note 31 and TCorp Debt Management Report June 2015.

3.25 Digital Information Security Policy



Digital Information Security Policy Annual Attestation Statement for 2014-15

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

I, Michael Coutts-Trotter, am of the opinion that the Department of Family And Community Services had an Information Security Management System in place during the financial year being reported on consistent with the Core Requirements set out in the Digital Information Security Policy V1.0 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. It is however understood that these controls will be continually improved to respond to the continually changing threat landscape.

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 black ink, appearing to read 'M. Coutts-Trotter', written over a horizontal line.

Michael Coutts-Trotter
Secretary

Date: 7.8.15

Contact information

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Parramatta NSW 2150

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Freecall: 1800 727 555

Fax: (02) 9635 3400

Email: ahoenquiries@facs.nsw.gov.au

Home Care Service of NSW

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Sydney NSW 2000

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NSW Land and Housing Corporation

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Ashfield BC, NSW 1800

Ph: (02) 8753 9000

Email: facsinfo@facs.nsw.gov.au

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

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

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