

Family & Community Services

# 2016–17 Annual Report

**Volume 1**

Performance and activities report



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# Letter to the Ministers

**The Hon. Prudence (Pru) Goward MP**

Minister for Family and Community Services

Minister for Social Housing

Minister for the Prevention of Domestic Violence and Sexual Assault

Parliament House

Sydney NSW 2000

**The Hon. Ray Williams MP**

Minister for Disability Services

Minister for Multiculturalism

Parliament House

Sydney NSW 2000

**The Hon. Tanya Davies MP**

Minister for Women

Minister for Ageing

Minister for Mental Health

Parliament House

Sydney NSW 2000

Dear Ministers

I am pleased to submit the *Department of Family and Community Services Annual Report 2016–17* for presentation to the NSW Parliament.

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

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

Yours sincerely



**Michael Coutts-Trotter**

Secretary

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# About this report

The FACS Annual Report covers the operations and financial performance of the FACS cluster for 2016–17 in accordance with the requirements of the *Annual Reports (Statutory Bodies) Act 1984*, the *Annual Reports (Departments) Act 1985* and the *Public Finance and Audit Act 1983*.

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

This report consists of three volumes:

**Volume 1:** Performance and activities report

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

**Volume 2:** Audited financial statements:

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

**Volume 3:** Funds granted to non-government organisations 2016–17.

All volumes of this report are available on the FACS website at [www.facs.nsw.gov.au](http://www.facs.nsw.gov.au). FACS operational data is iteratively released in FACS publications and performance dashboards.

On 1 April 2017, under the *Administrative Arrangements (Administrative Changes – Public Services Agencies Order 2017)*, Women NSW moved from the Ministry of Health to re-join the FACS cluster.

On 28 June 2017, a proclamation of the *Statute Law (Miscellaneous Provisions) Bill 2016* resulted in the dissolution of the Home Care Service of NSW (HCS). Prior to the dissolution, HCS was a statutory body established under the *Home Care Service Act 1988*. Final consolidated financial statements for HCS for the period 1 July 2016 to 28 June 2017 have been included in this Annual Report as required; however, following the transfer of HCS assets and liabilities to Australian Unity on 19 February 2016, HCS had minimal operational activities within FACS for the 2016–17 financial year.

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 Advocate for Children and Young People is an independent statutory office reporting to the NSW Parliament through the Parliamentary Joint Committee on Children and Young People. For administrative purposes, FACS provides financial support for the Advocate functions. The Advocate publishes a separate annual report in accordance with the *Advocate for Children and Young People Act 2014*.

Multicultural NSW, while located in the FACS cluster for administrative purposes, is independent of FACS and publishes a separate annual report in accordance with the *Multicultural NSW Act 2000*.

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## Secretary's message



Our annual report charts our progress in helping people to thrive in the face of adversity and delivering major economic and social reform.

Highlights include:

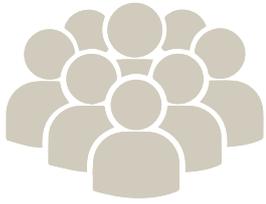
- 62,480 people joining the NDIS with an average 93 per cent of NSW participants satisfied
  - 57,576 clients and 6,226 disability staff successfully transferred to the non-government sector (at end October 2017), to facilitate the implementation of the NDIS as recommended by the Productivity Commission and the Every Australian Counts campaign
  - reducing entries to out-of-home care by 24 per cent compared to last year – the lowest number in at least six years
- Communities Plus social housing estate renewal projects at Ivanhoe, Waterloo, Telopea, Riverwood and Arncliffe
  - our progress to achieve the Premier's Priorities to reduce youth homelessness and the number of children re-reported at risk of significant harm
  - continuing to see more children at risk of significant harm than ever before
  - maintaining a historically low annual child protection caseworker vacancy rate
  - launching Their Futures Matter – a ground-breaking cross-agency reform to better support vulnerable children and families to end intergenerational disadvantage.

A handwritten signature in black ink, appearing to read 'M. Coutts-Trotter'. The signature is fluid and cursive, written on a light-colored background.

**Michael Coutts-Trotter**  
Secretary

## YEAR AT A GLANCE

# 474,000



PEOPLE  
REACHED  
ACROSS  
NSW

# 15

FACS  
DISTRICTS

# 77%

 FRONTLINE  
WORKERS

# \$2.6

 BILLION

IN GRANTS TO 1,688 OF  
NON-GOVERNMENT  
ORGANISATIONS



# \$6.1

 BILLION  
REVENUE

# 14,931

EMPLOYEES



OVER  

# \$26

 MILLION

TO ENSURE ABORIGINAL  
PEOPLE WITH DISABILITY,  
ABORIGINAL COMMUNITIES  
AND THE BROADER SECTOR  
are supported and prepared  
for the transition  
to the NDIS



# \$1.2

  
BILLION

TO REDUCE THE NUMBER OF  
CHILDREN ENTERING OUT-  
OF-HOME CARE and to direct  
resources towards family  
preservation and restoration

# \$23

 MILLION

TO IMPROVE COMMUNITY  
INFRASTRUCTURE through  
the Community Building  
Partnership program



# \$300

MILLION OVER 4 YEARS

TOWARDS SPECIALIST  
DOMESTIC AND FAMILY  
VIOLENCE programs  
and initiatives



# \$1.3

 BILLION

TOWARDS THE IMPLEMENTATION  
of the National Disability  
Insurance Scheme



# \$1

 BILLION

ON ACCOMMODATION AND  
OTHER SUPPORT for people  
with disability

# \$288

MILLION

FOR HOMELESSNESS  
SERVICES AND  
PROGRAMS





# Part 1

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## Introduction

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## 1.1 Who we are and what we do

The Family and Community Services (FACS) cluster works with children, adults, families and communities to improve lives and help people realise their potential. We collaborate with our government and non-government partners and local communities to focus on prevention, where possible, while providing targeted assistance to those most in need.

The FACS Strategic Statement sets out our visions, values and objectives, as follows:

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

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

- decrease the percentage of children and young people re-reported at risk of significant harm by 15 per cent by 2019
- increase the proportion of young people who successfully move from Specialist Homelessness Services to long-term accommodation to more than 34 per cent by 2019
- increase the number of households successfully transitioning out of social housing by five per cent over three years
- successfully transition participants and resources to the National Disability Insurance Scheme (NDIS) by July 2018.

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

## Our structure

FACS is currently transforming itself from an agency that directly delivers services to one that engages the expertise of the non-government sector to produce better outcomes for our clients. This means restructuring our department to improve the way we operate, for example by reducing bureaucracy and costs so that we can provide more and better frontline services.

In 2016–17, the FACS cluster included the following:

### Department of Family and Community Services

The department was comprised of:

- 15 districts grouped into two clusters – Southern & Western Cluster and Northern Cluster – supporting vulnerable people and families to participate in social and economic life and build stronger communities
- four divisions, whose primary roles were as follows:
  - Commissioning – building the skills, systems and processes to be at the forefront of commissioning within the human services sector
  - Disability Operations – supporting people with disability to live in their own homes and participate in the community
  - Ageing, Disability and Home Care – preparing and supporting people with disability for the NDIS
  - Corporate Services – delivering efficient and effective strategic corporate, financial and shared services to support and improve frontline services.

### Other FACS cluster entities

The following entities are also located within the FACS cluster and are reported within the Annual Report:

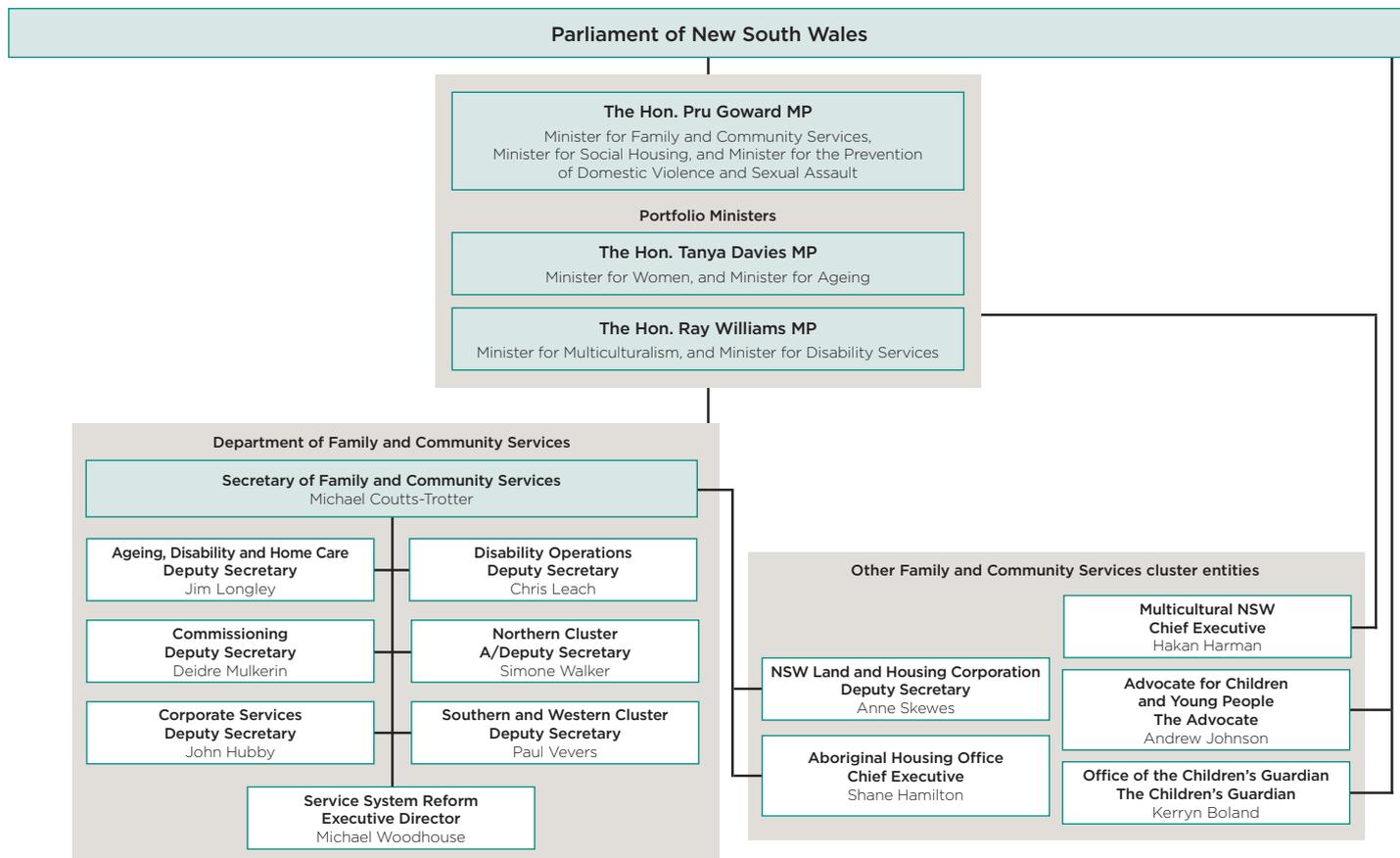
- the Aboriginal Housing Office – a not-for-profit entity that plans and administers the policies, programs and asset base for Aboriginal housing in NSW
- the NSW Land and Housing Corporation – a public trading enterprise responsible for the management of the NSW Government's social housing portfolio, with the goal of delivering the maximum number of public housing dwellings that best meet the needs of tenants and are fit for purpose
- the John Williams Memorial Charitable Trust – a trust which provides respite and care accommodation for children with disability
- the Home Purchase Assistance Fund – a fund established by a trust deed dated 14 February 1989 which operates as a not-for-profit entity for the purpose of supporting and administering the State's home purchase program (financial statements only)
- the Advocate for Children and Young People – a statutory appointee responsible for supporting children and young people in NSW and providing secretariat support to the NSW Youth Advisory Council reported within the FACS (department) financial statements.

The following entities, while located in the FACS cluster for administrative purposes, are independent of FACS and produce their own annual reports which include details of their operations and financial statements:

- Multicultural NSW – a statutory body that is responsible for driving social, cultural and economic prosperity through cultural diversity in NSW
- the Office of the Children's Guardian – established under the *Children and Young Persons (Care and Protection) Act 1998* to promote the interests and rights of children and young people living in out-of-home care. Legislative changes in 2013 expanded the role of the Office to an independent government agency that works to protect children by promoting and regulating quality, safe organisations and services.

# Organisation

As at 30 June 2017, the FACS cluster was structured as represented in the following organisation chart. The latest chart is available on the FACS [website](#).



## Members of the executive team

In 2016–17, the executive team was comprised of the following members, who met on a weekly basis:

### Michael Coumts-Trotter

Secretary  
Family and Community Services  
BA (Communications), FIPAA

### Jim Longley

Deputy Secretary  
Ageing, Disability and Home Care  
BEc, MEC

### Shane Hamilton

Chief Executive and Executive Director  
Aboriginal Housing Office

### Anne Skewes

Deputy Secretary  
NSW Land and Housing Corporation  
BBA, GradDip App SocPsych, MA

### Paul Vevers

Deputy Secretary  
Southern and Western Cluster  
BA (Hons), PSM, CQSW, MAICD

### Chris Leach

Deputy Secretary  
Disability Operations  
BA (Arts)

### Deidre Mulkerin

Deputy Secretary  
Commissioning  
BSocWk, Grad Cert Mgt

### John Hubby

Deputy Secretary  
Corporate Services  
BBA (Accounting), MPH

### Simone Walker

A/Deputy Secretary  
Northern Cluster  
BSocWk, Grad Cert Communications

## 1.2 Our financial performance

This section of our Annual Report provides a snapshot of the financial performance of FACS during the 2016–17 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 Annual Report.

The following administrative restructure changes occurred during 2016–17:

- On 1 April 2017, Women NSW was transferred to FACS from the Ministry of Health.
- The *Statute Law (Miscellaneous) Bill 2016* effective 8 July 2016, which proposed the repeal the *Home Care Service Act 1988*, was proclaimed on 28 June 2017. Repeal of the Act resulted in the dissolution of the Home Care Service of NSW and the transfer of net assets to the Crown Entity on 28 June 2017.

### FACS financial reporting structure

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

##### Financial Report Department of Family and Community Services (NSW Government Department) – Parent Financial Report

Includes financial information about FACS staff that work at the Aboriginal Housing Office and the NSW Land and Housing Corporation

##### Home Care Service of NSW (statutory body) – Consolidated Financial Report

Financial report contains Home Care Service of NSW and Home Care Service Staff Agency

##### 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 2016–17*

#### 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 2016–17*

# Financial performance of FACS cluster

## Department of Family and Community Services (consolidated)

FACS' total revenue for the year was \$6,111.4 million. The vast majority of income was provided through appropriation and grants (\$5,767.7 million) by the NSW and Commonwealth governments and through the provision of goods and services (\$209.4 million).

In 2016–17, FACS had an expenditure of \$6,111.4 million in delivering services across NSW and \$123.1 million on capital works. Our largest category of expenditure was in the delivery of our major services and programs, including disability services, Commonwealth home and community care, State community care services, community support, out-of-home care, prevention and early intervention, statutory child protection, Aboriginal housing, homelessness services, social housing assistance and tenancy management. Many of these programs are delivered by non-government organisations (NGOs) on our behalf. Other items of expenditure included employee-related expenses (\$1.6 billion), other operating costs (\$408.5 million) and depreciation and amortisation (\$78.7 million).

### FACS major expenditure categories

Category	2016–17 (\$m)
<b>Expenses</b>	
Delivery of major programs	4,073.4
Employee-related <sup>1</sup>	1,550.7
Other operating expenses	408.5
Depreciation and amortisation	78.7
Capital expenditure on new dwellings and minor works and intangibles	123.1

Source: FACS Annual Report 2016–17, Vol 2: Audited Consolidated Financial Statements.

1. The year-on-year reduction is mainly due to the transfer of the Home Care Service of NSW and transition of disability services to the non-government sector through grants and subsidies as part of the NDIS implementation.

FACS' actual net result for 2016–17 was a \$516,000 surplus against a budgeted loss of \$40.8 million, giving a net impact of \$41.3 million.

Total expenditure was \$145.6 million lower than budget, total revenue \$128.2 million lower than budget, and gains and losses on disposals \$23.9 million higher than budget.

Additional information on budget variances is included in the Budget Review note of the department's financial statements.

## Home Care Service of NSW

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

On 19 February 2016, assets and liabilities of the HCS were transferred via vesting order to an implementation company established by the NSW Government to facilitate the transfer of the HCS to Australian Unity.

Proclamation of the *Statute Law (Miscellaneous Provisions) Act 2016* resulted in the dissolution of the HCS on 28 June 2017. Prior the dissolution, the HCS was a statutory body established under the *Home Care Service Act 1988*. Final consolidated financial statements were prepared for the HCS for the period 1 July 2016 to 28 June 2017. Following the transfer of assets and liabilities to Australian Unity on 19 February 2016, the HCS had minimal operational activities for the period 1 July 2016 to 28 June 2017.

### Home Care Service of NSW expenditure categories

Category	2016–17 (\$m)
<b>Expenses</b>	
Employee-related	0.2
Other operating expenses	–
Depreciation and amortisation	–
Capital expenditure on minor equipment	–

Source: FACS Annual Report 2016–17, Vol 2: Audited Consolidated Financial Statements.

## Aboriginal Housing Office

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

Total revenue for the year comprised \$103.3 million, sourced mainly from rental income generated from the client base, as well as NSW and Commonwealth government funding in relation to the National Affordable Housing Agreement and the National Partnership Agreement on Remote Indigenous Housing. Total recurrent expenditure for the year was \$91.3 million, of which the major expenses were property repairs, maintenance and utilities (\$37.8 million), grants and subsidies (\$10.1 million) and personnel services (\$8.8 million). The capital program for the year was \$29.8 million for new dwellings and capital upgrades for Aboriginal tenants. Net assets at 30 June 2017 were \$1.9 billion.

### Aboriginal Housing Office expenditure categories

Category	2016-17 (\$m)	2016-17 Budget (\$m)	2017-18 Budget (\$m)
<b>Expenses</b>			
Property repairs, maintenance and utilities	37.8	36.3	34.3
Grants and subsidies	10.1	26.7	30.3
Personnel service costs	8.8	11.7	11.4
Other operating expenses	16.6	15.9	15.4
Depreciation and amortisation	18.1	19.2	20.1
Capital expenditure on new dwellings and minor works	29.8	53.3	41.2

Source: FACS Annual Report 2016–17, Vol 2: Audited Consolidated Financial Statements and Budget Estimates 2017–18 Budget Paper No. 3.

## NSW Land and Housing Corporation

The NSW Land and Housing Corporation (LAHC) is a statutory body within the FACS cluster and is responsible for managing the NSW Government's public housing portfolio. LAHC is a public trading enterprise responsible for administering the *Housing Act 2001*. LAHC owns and manages land, buildings and other assets within the portfolio, which comprises over 131,000 assets valued at approximately \$49.8 billion in total.

### NSW Land and Housing Corporation 2016–17 expenditure and revenue categories

Category	2016–17 (\$m)	2016–17 Budget (\$m)
<b>Revenue</b>		
Net rent and other tenant charges	869.4	879.0
Government grants	151.7	126.4
Other revenue	29.4	36.1
<b>Total revenue</b>	<b>1,050.5</b>	<b>1,041.5</b>
<b>Expenses</b>		
Repairs and maintenance	408.4	301.2
Council and water rates	227.8	235.0
Personnel services expenses	59.6	69.5
Depreciation and amortisation	477.3	449.5
Grants and subsidies	3.0	11.4
Other expenses (including gain/(loss) on asset disposal)	275.8	421.7
<b>Total expenses</b>	<b>1,451.9</b>	<b>1,488.3</b>
<b>Net result for the year</b>	<b>(401.4)</b>	<b>(446.8)</b>

Source: FACS Annual Report 2016–17, Vol 2: Audited Consolidated Financial Statements and approved LAHC Budget 2016–17.

### NSW Land and Housing Corporation 2017–18 expenditure and revenue categories

Category	2017–18 Budget (\$m)
<b>Revenue</b>	
<b>Total revenue</b>	<b>998.1<sup>1</sup></b>
<b>Expenses</b>	
<b>Total expenses</b>	<b>1,496.4</b>
<b>Net Budget result</b>	<b>(498.3)</b>

Source: Approved LAHC Budget 2017–18.

<sup>1</sup> Revenue differences compared to 2016–17 are due to tenancy management transfers to the community housing sector and the completion of a one-off housing grant.

## Managing financial performance and minimising risk

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

In 2016–17, FACS continued to implement consistent program (service group) budgeting across the department. This is a significant reform in budget management, facilitating greater transparency and accountability.

# Part 2

Improving services  
and lives



# PERFORMANCE SNAPSHOT

8,011



**MORE FACE-TO-FACE ASSESSMENTS** completed for CYP at ROSH compared to 2015-16

24%



**FEWER CHILDREN** taken into care.

24,865



**HOUSEHOLDS ASSISTED** with temporary accommodation

48,266



**CLIENTS TRANSITIONED** to NDIS in 2016-17

2,125 & 3,624

**WOMEN**

**CHILDREN**

**SUPPORTED BY** Staying Home Leaving Violence Programs



1.52 million



**SENIORS CARD HOLDERS**

20,000



**TECH SAVVY SENIORS**

129



**OPEN ADOPTIONS**

351



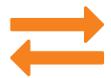
**FAMILY GROUP CONFERENCES** held

139,057



**HOUSEHOLDS SUPPORTED** through social housing

18,795



**HOUSEHOLDS ASSISTED** with private rental assistance

94,000



**PEOPLE WITH DISABILITY PROVIDED WITH** community connections through Ability Links

2,516



**HOUSEHOLDS ASSISTED** through Start Safely

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## 2.1 Better outcomes for Aboriginal people, families and communities

### FACS objectives

FACS is committed to working in ways that are supportive and empowering to Aboriginal people and their families and communities. We have focused on this by pursuing the following aims:

- improving how we work with Aboriginal people to deliver responsive, culturally appropriate services tailored to community needs
- improving access to affordable, quality and culturally appropriate housing for Aboriginal people
- reducing the number of Aboriginal people who are homeless
- improving the safety of Aboriginal children and young people with child protection concerns
- improving the education and health outcomes for Aboriginal children and young people in out-of-home care (OOHC).

### Operational performance overview

Most FACS services are 'universal' rather than specialist Aboriginal services. Aboriginal people are over-represented in most FACS services – significant general expenditure by FACS is used with the aim of improving outcomes for Aboriginal people. In 2016-17, FACS expenditure specific to the Aboriginal sector included:

- \$121 million to deliver more and better housing through the AHO
- \$5.7 million for Aboriginal Child and Family Centres
- over \$28 million to ensure Aboriginal people with disability, Aboriginal communities and the broader sector are supported and prepared for transition to the NDIS.

### Outcomes and highlights

In 2016–17, we worked towards improving outcomes for Aboriginal people through:

- **embedding Aboriginal cultural proficiency across FACS** so that we can work more effectively with Aboriginal people by:
  - implementing the 2016–18 *Aboriginal Employment Strategy*
  - applying the *Aboriginal Cultural Inclusion Framework*
  - attaining the highest percentage of Aboriginal executive employees of any NSW Government department, at 2.1 per cent above the sector average.
- **protecting vulnerable Aboriginal children and families** by:
  - commissioning an independent review of Aboriginal children and young people who entered OOHC in 2015–16
  - increasing the participation of Aboriginal parents and communities in decision-making and developing solutions that prioritise relative kinship care
- **supporting Aboriginal people with disability** in the transition to the NDIS by:
  - allocating \$1.44 million to support Aboriginal communities, Aboriginal service providers and FACS districts for gatherings, yarn-ups and workshops
  - connecting Aboriginal people with disability, their families and carers with their local communities and services by continuing to fund 74 Aboriginal-specific Ability Linker positions
  - retaining the Services Our Way program in FACS by transferring it from Ageing, Disability and Home Care to the Aboriginal Housing Office (AHO)

- developing NDIS resources for Aboriginal people with disability, their families and carers, including:
  - the Aboriginal Disability Provider Grants Program
  - the Building Capacity for Aboriginal People program
  - providing workshops and individual capacity-building sessions through the First Peoples Disability Network (FPDN).
- **working towards equal access to affordable and culturally appropriate housing for Aboriginal people** by:
  - increasing new housing supply, with 50 houses purchased or acquired in 2016–17, including 17 in remote NSW
  - improving programs for the repair and maintenance of Aboriginal housing through upgrading 439 AHO and 110 owned Aboriginal Community Housing sector houses, for which 24 per cent of repairs and maintenance spending resulted in the employment of Aboriginal people
  - upgrading 84 homes in partnership with NSW Health’s Housing for Health, including providing 150 solar panels and energy management systems in homes in Dubbo to address energy poverty, and installing 302 air-conditioning units and providing energy-efficient lighting
  - providing 21 regional university grants, totalling \$210,000, in partnership with the University of Technology Sydney, Charles Sturt University (Dubbo) and the University of New England (Armidale) to offset the cost of living for Aboriginal social housing tenants undertaking tertiary studies away from home
  - helping 23 Aboriginal people to gain stable accommodation to pursue their educational and employment goals through the Employment Related Accommodation (ERA) program
  - providing \$1.5 million to Aboriginal Community Housing Providers (ACHPs) to deliver community education, as well as assisting 84 clients with case management to sustain their tenancies
  - continuing to increase the number of Aboriginal tenancies with the AHO, public housing and community housing from 17,679 in 2015–16 to 18,534 in 2016–17.

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## 2.2 Improving the lives of children and young people

### FACS objectives

FACS supports vulnerable children, young people and their families to have better lives and to be protected from abuse and neglect, by:

- being responsible for the Premier's Priority of 'decreasing the percentage of children and young people re-reported at risk of significant harm (ROSH) by 15 per cent by 2019' (to be measured at 30 June 2020)
- increasing the proportion of children and young people in safe and permanent families and homes through guardianship and open adoption
- helping families earlier and with evidence-based services so their children are not taken into care
- providing more children at ROSH with a face-to-face response
- improving the outcomes of our most vulnerable children and young people in care.

### Operational performance overview

In 2016–17, FACS expenditure for improving the lives of children and young people included:

- \$326.8 million for targeted earlier intervention for vulnerable children young people and families
- \$494.9 million for statutory child protection
- \$1,166.1 million for OOHC for vulnerable children and young people.

A significant proportion of this investment is applied to supporting Aboriginal children to be safe and families to grow stronger.

### Outcomes and highlights

In 2016–17, we embarked upon landmark reforms to the child protection system. The *Independent Review of Out of Home Care in NSW* (the Tune Review), carried out by David Tune AO PSM, provided a vision for whole-of-government reform to improve life outcomes for vulnerable children and families. The Tune Review told us that we need to make radical changes to the system to change life trajectories. In response, the NSW Government launched a comprehensive reform agenda, *Their Futures Matter*, in November 2016.

*Their Futures Matter* includes an investment of \$190 million over four years. Under the reforms, the NSW Government is directing and prioritising whole-of-government investment towards improving long-term outcomes for vulnerable children and families in NSW.

The three pillars of the reform are:

- **needs-based supports** delivered through wrap-around cohort support packages designed to meet the needs of vulnerable children and families
- **one connected response** through an independent commissioning entity that focuses on achieving better outcomes for vulnerable children and families
- **a smart system** that is sustainable and based on data and evidence from across all areas of government to guide investment and target services.

During 2016–17, under a strong mandate from the Premier, we brought together a cross-government team, including staff from FACS, Health, Education, Justice, Treasury and the Department of Premier and Cabinet, to lay the groundwork for the reforms. Progress for *Their Futures Matter* to date, since commencing halfway through 2016–17, includes:

- bringing transparency to cross-government investment in vulnerable children and families to design a cohesive and coordinated service system
- undertaking a data-matching and analysis exercise for a trial cohort (68 children aged under 12 in residential care) to better understand their support needs and to identify current service gaps

- developing a methodology to better identify and prioritise cohorts of vulnerable children and families so that wrap-around support can be directed to those who need it most
- working with the Data Analytics Centre to develop cross-government client and service mapping to inform the future commissioning of services
- establishing the cross-agency Their Futures Matter Implementation Board to drive whole of system implementation of the investment approach and provide oversight
- implementing a monitoring and evaluation framework to embed best practice evaluation and evidence-gathering mechanisms in service delivery.

During 2016–17, we focused on improving our capacity to intervene earlier to better protect children at risk by finalising **targeted earlier intervention (TEI)** reform directions.

We continued engaging with the sector and local stakeholders throughout 2016–17 by:

- ensuring funding certainty for approximately 550 TEI service providers via three-year contracts commencing from 1 July 2017; during this period all TEI service providers will be engaged to participate in TEI commissioning, planning and transition processes
- holding 34 district service system redesign information sessions and seven Aboriginal-focussed sessions across NSW, with a total of 1,300 people attending.

We intensified our efforts to provide **positive pathways to family restoration, guardianship and open adoption**, where possible. Highlights for 2016–17 include:

- reducing entries into care by 24 per cent compared to last year
- improving OOHC services by targeting evidence-based family restoration programs which focus on:
  - keeping families together, where possible, such as through delivery of the Intensive Family Preservation program to over 260 families
  - enabling families to be involved in planning a safe future for their child through family group conferencing
  - locating children's family members through Family Finding services, which can lead to a permanent home with extended family members for some, and for others a life-long network of support they otherwise would not have had.
- actively pursuing **open adoption** to provide permanency and stability for children in care who cannot return home or reside with kin, by investing \$6.4 million to increase the number of open adoptions, including:
  - achieving a record number of 129 OOHC adoptions in 2016–17 in collaboration with our NGO partners – almost double the figure for the previous year
  - removing barriers to carer participation by announcing the introduction of a means-tested adoption allowance for eligible foster carers who adopt a child from care on or after 1 July 2017
  - applying ongoing specialist casework to increase the number of open adoptions and specialist caseworkers to clear the backlog of adoptions.

During 2016–17, we continued **working to decrease the percentage of children and young people re-reported at ROSH by 15 per cent by June 2019**, by:

- setting reduction targets across FACS
- targeting geographical areas where high numbers of children at risk have been re-reported
- strengthening frontline practice through regular forums for caseworkers to discuss cases and share best practice.

We focused on **strengthening child protection** by:

- continuing to reduce caseworker vacancies, achieving a historically low annual vacancy rate
- increasing the number of children with a ROSH report who received a face-to-face assessment from a FACS caseworker
- continuing the work of the Western NSW Mobile Child Protection Unit, resulting in an additional 533 home visits and an additional 226 children and young people receiving a face-to-face assessment
- preparing for the start of evidence-based family preservation and restoration models that address underlying causes of harm (such as substance abuse and mental illness), including

Multisystemic Therapy for Child Abuse and Neglect (MST-CAN®) and Functional Family Therapy – Child Welfare (FFT-CW®)

- supporting 2,654 families to address child protection issues and keep their children safely at home, through funding of over \$60 million for Brighter Futures
- developing ChildStory, a new information technology system that builds a network of family, carers, caseworkers and service providers around a child to keep them safe.

We sought to **improve the experiences and outcomes of children and young people in OOHC** by:

- using the Quality Assurance Framework for OOHC in NSW to set out what systems, processes and policies need to be changed to improve outcomes for children and young people in OOHC in terms of three key goals – safety, permanency and wellbeing
- involving young people in OOHC in the development of various FACS projects that impact them through the FACS Youth Consult for Change group
- committing in August 2016, with seven other key agencies, to the Joint Protocol, which works to divert young people living in residential OOHC from contact with the criminal justice system, through therapeutic care and early intervention
- supporting better educational outcomes for young people in OOHC by establishing learning and support plans and providing financial assistance.

We used **social benefit bonds** to deliver better outcomes for vulnerable children and young people:

- Newpin Social Benefit Bond

This program continued to help vulnerable families by providing an intensive centre-based child protection and parent education program that works therapeutically with families to break the cycle of destructive behaviour, and enhance parent-child relationships with a view to having children in OOHC restored to the care of their parents (and in some cases working to preserve children in their families). Since beginning in 2013, Newpin has:

- reunited 203 children in OOHC with their families
- prevented 55 families from having children entering OOHC
- achieved a cumulative restoration rate of 63 per cent
- provided results leading to a 13.2 per cent return to investors for the bonds' fourth year of operation.

## 2.3 Supporting people with disability to realise their potential

### FACS objectives

FACS supports people with disability to realise their full potential by engaging them in decisions affecting their lives and reducing barriers to participation by:

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

### Operational performance overview

In 2016–17, FACS expenditure across the disability sector included:

- \$1,747.4 million for supported accommodation for people with disability
- over \$1 billion for community support for people with disability, their families and carers
- over \$420 million for short-term interventions for people with disability, their families and carers.

	2014–15	2015–16	2016–17
<b>Community support for people with disability, their family and carers</b>			
People in skill development and life skills programs	16,000	17,000	15,000
People receiving respite services	25,000	25,000 <sup>1</sup>	20,000
People receiving personal assistance	33,000 <sup>2</sup>	28,000 <sup>2</sup>	18,000
<b>Short-term interventions for people with disability, their family and carers</b>			
Families and children receiving support	16,000	17,000	16,000
People accessing Transition to Work (TTW)	2,500	2,700	2,300
People receiving therapy and interventions	36,000	35,000	31,000
<b>Supported accommodation for people with disability</b>			
People accessing supported accommodation services (NGO and FACS)	10,600	11,000 <sup>3</sup>	10,000
Percentage of people accessing non-24/7 supported accommodation	44% <sup>4</sup>	44% <sup>4</sup>	46%
Percentage of people accessing supported accommodation services provided by NGOs	78% <sup>5</sup>	78% <sup>5</sup>	79%
<b>NDIS statistics</b>			
Total cumulative number of NSW participants with plans (including Early Childhood Early Intervention referrals)	4,605 <sup>6</sup>	9,609 <sup>7</sup>	48,266
Total committed supports for 2016–17 (\$m)	N/A	N/A	\$1,737.8

Source: Specialist Disability Minimum Data Set 2016–17, Community Care Supports Program Minimum Data Set 2016–17 and the COAG Disability Reform Council Quarterly Report, 30 June 2017.

<sup>1</sup> This figure has been revised from the FACS Annual Report 2015–16, which reported 24,000 due to change in counting rules.

<sup>2</sup> Figures in 2014–15 and 2015–16 were reported respectively as 35,000 and 32,000 in previous years' annual reports. They have been revised due to the exclusion of 1.05 attendant care/personal care services and the inclusion of only non-Aboriginal people under 65 and Aboriginal people under 50.

<sup>3</sup> The figure reported in the FACS Annual Report 2015–16 was 10,200. This has been revised due to the inclusion of 1.05 attendant care/personal care services.

<sup>4</sup> Figures in 2014–15 and 2015–16 were previously 36 per cent and 37 per cent respectively in previous years' annual reports. They have been revised due to the inclusion of 1.05 attendant care/personal care services.

<sup>5</sup> Figures in 2014–15 and 2015–16 were both reported at 76 per cent in previous years' annual reports. They have been revised due to the inclusion of 1.05 attendant care/personal care services.

<sup>6</sup> Quarterly Report to COAG Disability Reform Council 30 June 2015.

<sup>7</sup> Quarterly Report to COAG Disability Reform Council 30 June 2016.

## Outcomes and highlights

In 2016–17, FACS continued to be responsible for the State Priority of ‘successful transition of participants and resources to NDIS by 2018’, while the NSW Government invested \$1.3 billion in delivering ground-breaking change for people with disability through NDIS implementation. We did this by building the confidence and knowledge of people with disability and their families to exercise choice and control about the supports they receive, while strengthening disability sector capacity to meet increasing client expectations.

During this time, FACS supported the on-time and on-budget NSW NDIS implementation by transitioning 48,266 participants to the NDIS, including 4,330 children being referred to the Early Childhood Early Intervention gateway (87 per cent of the Bilateral Agreement between the NSW Government and the Commonwealth). The total number of eligible participants in the scheme in NSW is 62,069, including trial and early rollout.

We worked with families and carers of people with disability to **plan for their future and build skills and social and economic inclusion** by:

- providing better supported living options for people with disability by enabling 1,090 people with disability to move from outdated government and NGO-operated Large Residential Centres (LRCs) into 232 contemporary homes by investing \$350 million
- connecting over 94,000 people with disability, their families and carers to community and mainstream supports through Ability Links
- supporting people with disability and their families to become more independent in accessing the kind of support they need through the My Choice Matters program, which has engaged a total of 12,006 participants and provided 537 activities across NSW as at 30 June 2017; the program has received \$3.09 million in additional government funding to cover the period of NDIS rollout from 1 July 2016 to 1 July 2018.

We built **disability sector readiness** through a range of programs and initiatives, including:

- continuing the Industry Development Fund, which provides targeted grants to service providers and sector support consultants to invest in business development and readiness through the Transition Assistance Program and the recently launched Transition Assistance for Local Councils program
- expanding the overall capacity of the non-government disability sector as noted in the NSW Audit Office report (published on 23 February 2017), as well as acting on report recommendations to further improve sector readiness by:
  - entering into NSW Government working arrangements with the Australian Government and the National Disability Insurance Agency (NDIA), which administers the NDIS, in relation to people with complex needs and market and provider readiness
  - supporting the development of Aboriginal communities, for example through providing \$1.5 million for the Building Capacity for Aboriginal People program and the Aboriginal Disability Provider Grants program, and through funding adult literacy programs in Walgett, Boggabilla and Toomelah
  - targeting assistance to providers that need it most, for example by continuing to support the Sector Support Consultants program, which offers one-to-one capacity-building assistance to providers
  - ensuring we share what we learn from our sector capability programs in NSW with those developing national, sector and market policy at an Australian Government and NDIA level.

Continuity of service for people with disability is our highest priority during the **transfer of directly delivered disability services**. We supported a staged transfer process to enable a smooth and successful full NDIS transition by July 2018 by:

- establishing a two-stage approach to ensure the right providers will support our clients, involving:
  - an expression of interest stage (finalised in June 2016) during which prospective operators described services they are interested in and how they would deliver them
  - a binding proposal and evaluation stage for the first group of services, which commenced in December 2016, with information being published about the first stage new providers in March 2017
- confirming that The Benevolent Society – a strong service provider with a proven record in delivering supports to children, young people and adults with disability – will be the new operator of specialist community support teams.

We have also worked towards **continuous improvement of service delivery** to achieve better outcomes for people with disability living in FACS accommodation services by:

- implementing the *Good to Great Policy Framework*, a suite of person-centred resources designed to increase inclusion of people with disability in decisions that affect their lives, and providing 75 face-to-face training sessions and more than 20,000 certificates of completion to develop the capacity of frontline staff and managers
- successfully customising the Continuous Improvement Review Tool (CIRT) to benefit the range of service types; the CIRT, which was nominated for a NSW Premier's Award, is an interactive, evidence-based web tool which assists frontline staff to plan, complete, and monitor the quality of support plans against safety and wellbeing indicators. The data has demonstrated increased compliance with FACS policy across all service types, with Group Homes improving by 33 per cent, Centre-Based Respite Units improving by 22 per cent, and Specialist Supported Living Services improving by 22 per cent.

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## 2.4 Improving social housing assistance and homelessness services

### FACS objectives

FACS is improving social housing assistance and homelessness services to break disadvantage and realise opportunities for people to successfully exit social housing, by:

- improving the economic and social outcomes of people in social housing and those using other forms of housing assistance
- working to prevent homelessness
- building more social housing in locations close to services
- being responsible for the State Priority of ‘increasing the number of households successfully transitioning out of social housing by five per cent over three years’
- being responsible for the Premier’s Priority of ‘increasing the proportion of young people who successfully move from Specialist Homelessness Services to long-term accommodation to more than 34 per cent by 2019’.

### Operational performance overview

In 2016–17, FACS expenditure across housing services included:

- \$663.2 million for social housing assistance and tenancy support
- \$288.2 million for homelessness services
- \$1,451.9 million for the Land and Housing Corporation (LAHC) to manage the NSW Government social housing portfolio.

### Outcomes and highlights

During 2016–17, FACS supported the first full year of *Future Directions for Social Housing in NSW* (Future Directions), the NSW Government’s vision for transforming the social housing system. Future Directions is underpinned by three strategic priorities:

- more social housing
- more opportunities, support and incentives to help people avoid or leave social housing
- ensuring tenants have a better social housing experience.

The 2016–17 financial year saw a continuing investment in social housing by FACS, both directly and through Community Housing Providers. As at June 2017, there were 112,550 public housing residential dwellings managed by FACS and a further 4,626 Aboriginal Housing Office (AHO) dwellings managed by FACS for use exclusively by Aboriginal households. These numbers do not include dwellings managed by community housing and indigenous community housing providers. This information will be published in 2018 in the Productivity Commission’s 2018 Report on Government Services (ROGS) and the Australian Institute of Health and Welfare’s publication *Housing Assistance in Australia 2018*.

FACS highlights in **leading the change to a more equitable and sustainable social housing system** included:

- providing 836 new affordable rental homes in 2016–17 through the National Rental Affordability Scheme, bringing the total number of homes delivered under the scheme to 5,489
- increasing the use of private rental assistance products such as Rentstart Bond Loan, Rent Advance, Rent Choice and the Start Safely Private Rental Subsidy by 60 per cent by 2025 to help households avoid or leave social housing
- assisting 18,795 unique households to rent privately in 2016–17. Private rental assistance was provided in many forms, including:
  - 11,525 households getting an interest-free loan to assist in paying a private market rental bond, through the Rentstart Bond Loan scheme

- 2,516 households (including 4,378 children) escaping domestic and family violence using Rent Choice Start Safely
- 208 young people at risk of homelessness, getting Rent Choice Youth, which provides rental subsidies while linking young people with education and employment opportunities to help them maintain stable accommodation.
- connecting social housing tenants with education and employment opportunities, for example by expanding the Career Pathways program to include additional courses, and by awarding 255 scholarships of \$1,000 to young people.
- **increasing the supply of social and affordable housing** through Future Directions initiatives, including:
  - a pipeline to support the delivery of 23,000 new and replacement social housing dwellings and up to 500 affordable housing dwellings through Communities Plus, an innovative form of social housing that will develop sustainable integrated communities in partnership with the private, non-government and community housing sectors
  - agreement with the preferred proponent for the redevelopment of the **Ivanhoe Estate** into a neighbourhood of 3,000 dwellings, including at least 950 social housing units and 128 affordable rental dwellings
  - planning and community consultation for the **Waterloo social housing estate**, which in May 2017 was determined as a new State Significant Precinct; the redevelopment of Waterloo will be completed in stages over the next 15–20 years, including a new metro station and new social, affordable and private housing; this will also bring other social benefits to the area such as new and improved services, shopping, community facilities and job opportunities
  - announcing the **Teloopa Priority Precinct** in June 2017; the master planning with community consultation was completed
  - overseeing the rezoning of **Arncliffe**; the Priority Precinct rezoning exhibition for this suburb closed in February 2017; the redevelopment will facilitate an increase in the supply of social and affordable housing in close proximity to the railway station
  - overseeing the **Neighbourhood Projects** program; the Request for Proposal for Release 2 closed in February 2017; it is proposed that Release 2 will include six metropolitan and three regional sites; the expression of interest for Release 3 was released in March 2017
  - commencing Phase 1 of the Social and Affordable Housing Fund (SAHF), which will deliver 2,200 additional social and affordable homes over four years (the first 33 homes were delivered in May 2017 and are all tenanted; the SAHF Phase 1 Services Agreements require providers to deliver access to homes, property and tenancy management services along with access to tailored support services for household members in metropolitan and regional NSW over a 25-year term. Phase 2 of SAHF will ensure the fund continues to provide more social housing for vulnerable people across NSW.
- **improving the social housing experience** by:
  - delivering more and better maintenance on the social housing portfolio, with an average tenant satisfaction on completed works above 85 per cent
  - commencing the maintenance pop-up program across NSW, with 50 sessions completed as at the end of June 2017, receiving positive feedback from tenants and contractors
  - transferring up to 35 per cent, over the next three years from 2017, of all social housing property management to the community housing sector to enable locally based organisations to better respond to tenant needs:
    - community housing providers achieve higher satisfaction ratings with their tenants (average 79 per cent) when compared to public housing (67 per cent), reflecting their ability to deliver local and tailored services to their tenants
    - the Request for Tender for the Social Housing Management Transfers Program closed in May 2017, with an announcement of the successful provider made on 17 October 2017. The Program will see the management of 14,000 social housing properties transferred from the government to the community housing sector. This will bring an additional \$1 billion of revenue into the social housing system over 20 years, which will go to towards increased maintenance and delivering support services to tenants.

- o creating better social housing environments by providing \$6.3 million in funding to over 150 projects under the Social Housing Community Improvement Fund
- o expanding electronic access to housing services via the Housing Connect program, for example through the online housing application process, which condenses six paper forms into one single user experience; there have been over 15,700 forms submitted so far, with over 95 per cent service satisfaction
- o investing in support and subsidies for private rental assistance to support households to sustain a tenancy in the private rental market
- o investing in service improvement initiatives to empower people to break the cycle of disadvantage in social housing through improved parenting, health, education, work and training.

During 2016–17, the NSW Government invested a record high of \$188 million for homelessness services and programs. FACS targeted assistance to those most in need by:

- seeking to increase the proportion of young people who **successfully move from Specialist Homelessness Services** to long-term accommodation to more than 34 per cent by 2019 by:
  - o piloting a preventative approach to homelessness for young people leaving OOHC which provides transitional accommodation support, education and employment mentoring and (in some cases) subsidised head-leased accommodation, through a total of \$40 million over four years from 2016 to 2020 in funding for the Premier's Youth Initiative
  - o improving supervision and care in youth crisis refuges through \$12.7 million in funding
  - o providing support and accommodation for unaccompanied children and young people under the Homeless Youth Assistance Program, with over \$10 million in funding.
- driving collective action to **reduce homelessness and improve outcomes** for people experiencing or at risk of homelessness by:
  - o leading the development of a new homelessness strategy through sector and community consultation and the release of a discussion paper, *Foundations for Change – Homelessness in NSW*, in 2016–17, with a feedback report on this process released in July 2017
  - o developing new contracts that progressively link homelessness service provider funding with client outcomes and engaging the Centre for Social Impact at UNSW Sydney (through the SHS Industry Partnership) to help develop relevant indicators for SHS.
- providing information and support to people who are homeless or at risk of homelessness through Link2home; a statewide homelessness information and referral telephone service which answered 194,662 phone calls for assistance, with 30,117 for temporary accommodation assistance, and 27,644 for advocacy or information assistance.

## 2.5 Assisting people to participate in social and economic life

### FACS objectives

FACS assists people to participate in social and economic life by:

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

### Operational performance overview

In 2016–17, FACS expenditure included:

- \$1.1 million to tackle elder abuse, including \$769,059 funding for the Elder Abuse Helpline and Resource Unit
- \$580,000 on technology training through the Tech Savvy Seniors program
- \$920,000 for local community projects through the Liveable Communities Grants program
- \$1 million for social marketing of disability employment.

	2014–15	2015–16	2016–17
Tech Savvy Seniors training places	12,000	19,000	20,000
Seniors Card holders	1.40 million	1.45 million	1.52 million
Elder Abuse Helpline calls	1,571	2,244	2,123

Source: Tech Savvy Seniors: Department of Industry and State Library of NSW program reporting, Seniors Card Salesforce database and NSW Elder Abuse Helpline and Resource Unit program reporting.

### Outcomes and highlights

During 2016–17, we maintained our focus on breaking disadvantage and supporting people towards greater independence through a range of initiatives aimed at increasing participation in social and economic life. These included:

- delivering government-wide **participation and inclusion strategies**, including:
  - launching and implementing the *NSW Ageing Strategy 2016–2020*
  - implementing the second *NSW Volunteering Strategy*, with a \$2 million investment to better recruit, support and recognise volunteers
  - investing \$4.5 million to support the purpose of the *NSW Carers (Recognition) Act 2010* and the *NSW Carers Strategy 2014–19*; the Act was reviewed in 2016 and amended in 2017 to strengthen its capacity to support carers; full details of the Act and related FACS achievements for 2016–17 can be found at Appendix 3.3.3
- following the transfer of Women NSW from the Ministry of Health to FACS in April 2017, continuing to promote gender equality and to advance the social, economic and political status of women of all cultures, ages and backgrounds through a range of Women NSW activities, including:
  - funding NSW organisations through the Investing in Women Funding Program to develop and implement projects that support the economic empowerment and leadership of women in work, financial security, education, learning and leadership
  - conducting community consultation workshops to inform the development of the NSW Women's Strategy, which seeks to improve the status of women by establishing a framework to improve the economic, social and physical wellbeing of women in NSW.

- **promoting increased independence and participation for people with disability** by:
  - investing \$2 million in the Employment Enablement Strategy; the Strategy resulted in 275 Employment Enablement Packages – 50 over the target – being provided to adults with disability, as well as collaboration with eight employers in a range of industries to create opportunities for employees with disability
  - investing \$41 million in Transition to Work (TTW), which helps young people with disability gain employment after leaving school; we worked to ensure the continued success of the program under the NDIS by supporting the NDIA to trial School Leaver Employment Supports, based on TTW
  - continuing to oversee implementation of the *NSW Disability Inclusion Plan 2015–19* (DIAP), full details of DIAP and related achievements for 2016–17 can be found at Appendix 3.3.2
- increasing **support for seniors to actively participate in their communities** by:
  - celebrating the 2017 NSW Seniors Festival, under the theme ‘Let’s Do More Together’
  - recruiting over 3,200 new businesses into the Seniors Card program, bringing the total of participating businesses to 5,600
  - funding 19 projects supporting community inclusion of older people through the Liveable Communities Grants program
  - expanding the Tech Savvy Seniors program through an additional \$580,000 in funding, including a regional roadshow and the launch of the Tech Savvy Seniors banking app
  - investing over \$1 million for research into and support of elder abuse prevention, including funding of \$192,000 towards the Australian Government’s national elder abuse research agenda and \$40,000 to scope prevention strategies among culturally and linguistically diverse communities
  - celebrating the contributions grandparents and older people make to their communities by increasing the NSW Grandparents Day grant funding from \$20,000 to \$100,000
  - working in partnership with Bunnings to develop and pilot a series of information sessions designed to help older people who are renovating or modifying their homes so they can be safer and lived in longer.
- **strengthening communities** across NSW, particularly disadvantaged groups, through targeted investments, including:
  - \$2.5 million for the Youth Frontiers program, which engaged over 1,200 Year 8 and 9 students across NSW in a mentoring program to improve confidence, problem-solving and community connectedness
  - \$1.1 million for the Youth Opportunities program, which provides grants of up to \$50,000 for projects that engage young people to lead and participate in a range of community development activities
  - \$300,000 for statewide Youth Week projects, including partnerships with all local councils in NSW to run youth-led events and activities, and a youth forum to launch Youth Week at Parliament House.

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

### FACS objectives

FACS is committed to improving the safety of people affected by, or at risk of, domestic and family violence by:

- improving responses to domestic and family violence
- increasing the availability of early intervention and tailored support to meet individual needs
- contributing the Premier's Priority to reduce domestic violence reoffending within 12 months by 25 per cent by 2021 (based on the cohort reported in 2019), from a baseline of 14.2 per cent (2013 data, reported in 2015) to 10.7 per cent (2019 data, reported in 2021).

### Operational performance overview

In 2016–17, FACS expenditure included:

- \$22 million for the Start Safely program
- \$3.7 million for the Integrated Domestic and Family Violence Services (IDFVS) program.

	2014–15	2015–16	2016–17
Number of women and children supported under the Staying Home Leaving Violence program	5,524	5,409	5,749
Number of women and children supported under the IDFVS program <sup>1</sup>	7,496	5,864	5,850

Source: ARTD 2016-17 Staying Home, Leaving Violence service data collection report and Monitoring Data Report for IDFVS 2016–17.

<sup>1</sup> From December 2014, the Domestic Violence Safer Pathways reforms were rolled across NSW which are delivering a coordinated agency response and are better supporting domestic violence victims. The reduction in IDFVS clients over this period is attributed to streamlining the referral and case coordination and management processes. In particular, the establishment of a central referral point to electronically manage and monitor referrals and a state-wide network of Local Coordination Points that now facilitates local responses and provides victims with longer term case coordination and management support.

### Outcomes and highlights

Commencing in 2016–17, the NSW Government more than doubled its investment in the specialist domestic and family violence (DFV) system through \$300 million funding over four years. Women NSW leads whole-of-government policy development to improve the safety, wellbeing and economic security of women. Women NSW is leading the NSW Government's response to DFV through the implementation of the *NSW Domestic and Family Violence Blueprint for Reform 2016–2021* (the Blueprint) and other DFV reform initiatives.

The Blueprint will create safer lives for women, men and children, setting the direction for our services and shaping the way we design them to support victims while holding perpetrators accountable. Blueprint actions can be summarised as follows:

1. **Preventing domestic and family violence** – changing the attitudes, social norms and structures that underpin domestic and family violence
2. **Intervening early with vulnerable communities** – ensuring population groups at higher risk of domestic and family violence are identified early and supported
3. **Supporting victims** – ensuring timely and appropriate service are available to keep victims safe, increase their resilience and meet their needs
4. **Holding perpetrators accountable** – ensuring that accountability is embedded in system responses and that perpetrators receive timely and effective behaviour change interventions

5. **Delivering quality services** – ensuring services provided to victims and perpetrators are evidence-based and of the highest quality
6. **Improving the system** – ensuring governance, planning, accountability and services are aligned to achieve outcomes.

In 2016–17 the NSW Government invested in a number of initiatives, through the implementation of the Blueprint and earlier reforms, to provide **better and earlier responses to keep people safe** from domestic violence. Women NSW coordinates the Government’s work in this space. These reforms include:

- supporting innovative approaches to domestic and family violence prevention, early intervention and crisis response by providing \$4.8 million in funding to seven projects under the Domestic and Family Violence Innovation Fund, coordinated by Women NSW
- improving behaviour change interventions for high-risk offenders by employing 30 additional facilitators to deliver the EQUIPS program; 29 programs were delivered, with 174 participants completing the program
- the development and launch of the *NSW Domestic and Family Violence Prevention and Early Intervention Strategy 2017–2021*
- trialling three initiatives to reduce apprehended domestic violence order breaches, led by the Department of Justice
- completing a comprehensive and independent inter-agency review of the DFV service system
- investing \$8 million over four years for a men’s behaviour change program of community-based perpetrator interventions from 2016 to 2019
- establishing initiatives to build the capacity of the community-based men’s behaviour change sector, and developing new draft practice standards for men’s behaviour change programs
- piloting the Domestic Violence Disclosure Scheme, which helps people who may be at risk of domestic violence to find out if their current or former partner has a history of violent criminal offences
- continuing to provide, through the NSW Domestic Violence Line, telephone crisis counselling, information, referrals and accommodation support 24 hours a day, 365 days a year to women who are experiencing, or have experienced, domestic violence from an intimate partner; over 21,700 calls were made to the line, with the average time taken to answer a call coming under one minute and 45 seconds
- supporting the prevention of domestic and family violence at the local level through grants to Local Domestic and Family Violence Committees across the State
- expanding Safer Pathway to 21 new sites, assisting more than 33,000 women
- holding community forums on domestic and family violence
- establishing three Police Domestic Violence High Risk Offender Teams, comprising 21 officers and three intelligence analysts in the Central Metropolitan, Northern and South West Metropolitan regions
- increasing the capacity of the Women’s Domestic Violence Court Advocacy Service to support victims through the criminal justice system, with more than 43,000 women supports in 2016–17.

FACS sought to **prevent domestic and family violence escalating among high-risk groups** by investing \$3.7 million in the IDFVS program, which aims to enhance victims’ long-term safety and support victims to leave violent relationships safely by:

- providing a coordinated approach to women and children involving FACS, Police, Health, Legal Aid and local non-government organisations, as well as integrated case management to victims, including children, in 13 locations throughout NSW
- providing services to perpetrators through referrals, information and brokerage
- providing community awareness-raising activities about DFV, covering matters such as legal processes, rights, reporting, and skills for healthy and safe relationships
- continuing to deliver the Men’s Referral Service, including telephone counselling
- ensuring that perpetrators are aware of available services by piloting a referral process in conjunction with NSW Police and the NSW Department of Justice

- funding four Men’s Behaviour Change Program pilots to build the evidence base as to the effectiveness of the program, with \$1.76 million each year over three years (\$5.28 million from 2015–16 to 2017–18)
- engaging ACON in March 2017 to conduct specialist community engagement and research activities into the perpetration of DFV in lesbian, gay, bisexual, transgender, intersex, queer and intersex (LGBTQI) relationships and communities.

The Staying Home Leaving Violence program received \$5.6 million to **support women and children escaping domestic and family violence** by:

- enabling them to stay safely in their own home, or a home of their choice, while Police remove the perpetrator
- providing 2,125 women and 3,624 children with long-term tailored case management and wraparound services, including safety planning, home security improvements, assistance in managing finances, support and direct services for children, and help in navigating relevant legal processes
- expanding the SOS Duress Response System to 27 areas to connect high-risk victims with Police when they needed.

During 2016–17, Women NSW continued to **improve homelessness services for women and children experiencing domestic and family violence**, including:

- extending the Domestic Violence Response Enhancement program for a further 12 months through \$10 million in additional funding, ensuring increased after-hours support and additional crisis accommodation is available for women, including those with children, who are experiencing or at risk of homelessness due to domestic and family violence
- the Start Safely program, a subsidy which provides short to medium-term financial help so that clients who have experienced domestic or family violence, as well as their children, can secure private rental accommodation and do not have to return to the violent situation. Through expenditure of \$13.8 million, the program:
  - improved the safety of people escaping domestic violence by supporting 2,516 households, including 4,378 children, to escape DFV
  - provided referral to support services and a medium-term private rental subsidy for up to three years
  - provided more subsidies in December 2016 to increase access for households living in higher cost housing markets
  - introduced brokerage for clients to pay for approved household establishment items, education, or training and employment related costs.

# Part 3

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## Appendices



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## 3.1 Our people

### 3.1.1 Human resources

This section provides data on the number of staff employed by the department including staff from FACS department, NSW Land and Housing Corporation, Home Care Service of NSW and the Aboriginal Housing Office, commentary on our personnel policy and practices, and movement in wages.

In June 2017, the department employed 14,931 highly skilled and dedicated staff. More than 77 per cent were employed in frontline service delivery. The decrease in the number of staff since 2014 is primarily due to the transfer of the Home Care Service of NSW to Australian Unity and the transition of direct disability services to non-government organisations as the NDIS is fully implemented.

#### Policies and practices

##### Personnel

FACS has comprehensive policies, procedures and other guidance materials which provide a framework for the appropriate management of employees and business risks. FACS continues to use the *FACS HR Policy Development Consultation Framework* for both internal and external consultation of its HR Policy based initiatives.

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

##### Industrial relations

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

Throughout 2016–17, industrial relations staff were actively involved in strategic planning, major reform projects, dispute prevention, industrial tribunal proceedings and monitoring of industrial relations issues.

#### Compliance with the *Government Sector Employment Act 2013*

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

Over 2016–17, FACS continued to implement the following changes in line with the GSE Act:

- FACS transitioned all Senior Executives to a common Public Service Senior Executive (PSSE) employment contract, reducing bureaucracy and costs, while maintaining and improving our frontline services
- From 2014–15 to 2016–17, FACS transitioned existing SES contracts and Award based Senior Officers to a single new executive structure. Executive roles were restructured and reduced in line with PSC executive design guidelines increasing spans of control and reducing intraband reporting to meet legislative requirements
- As FACS has implemented broader reforms to its functions and structures it has continued to reduce executive roles.

## Workforce statistics

**Table 1: Number of FACS cluster employees by employment category by year.**

	2013–14 <sup>2</sup>	2014–15	2015–16 <sup>3</sup>	2016–17
<b>FACS (department)</b>				
Ongoing	12,056	11,870	11,886	11,667
Temporary	2,187	2,096	1,662	1,505
Senior executives <sup>1</sup>	58	50	138 <sup>4</sup>	178 <sup>4</sup>
Casual	1,651	1,510	1,648	1,022
Others	15	13	10	8
<b>Aboriginal Housing Office</b>				
Ongoing	68	61	53	66
Temporary	23	18	16	0
Senior executives <sup>1</sup>	1	1	5	5
Casual	0	0	0	0
Others	0	0	0	0
<b>Home Care Service of NSW</b>				
Ongoing	3,571	3,561	49	0
Temporary	49	33	0	0
Senior executives <sup>1</sup>	0	0	0	0
Casual	635	657	1	0
Others	0	0	0	0
<b>NSW Land and Housing Corporation</b>				
Ongoing	436	430	384	411
Temporary	48	48	23	25
Senior executives <sup>1</sup>	12	14	23	43 <sup>4</sup>
Casual	0	0	0	0
Others	0	0	0	1
<b>Total</b>	<b>20,810</b>	<b>20,362</b>	<b>15,898</b>	<b>14,931<sup>5</sup></b>

Source: FACS 2014, 2015, 2016 and 2017 Workforce Profile, NSW Public Service Commission.

<sup>1</sup> In accordance with the GSE Act all senior executive employees are now subject to common PSSE employment contracts and are covered by the conditions of employment and guidelines for the senior executive. Where staff are performing higher duties to fill a PSSE position and are not already a PSSE 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.

<sup>2</sup> For the 2013–14 and 2014–15 years, the “Ongoing” category includes employees which are classified as “Senior Officer”. In 2015–16 and 2016–17 these employees are now classified as senior executives due to the conversion of Award-based Senior Officers to PSSE employees on contract.

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

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

<sup>4</sup> The increase of senior executive roles is a result of the conversion of Award-based Senior Officers to PSSE employees on contract during the year and a result of increased resourcing for *Communities Plus Program*.

<sup>5</sup> Machinery of Government changes during 2016–2017 resulted in the movement of Women NSW into the cluster.

**Table 2: Number of FACS cluster frontline employees by key occupational group.<sup>1</sup>**

Occupational group by headcount	2016–17
Allied Health Workers	361
Behaviour Support Practitioner/Specialist	72
Case Managers (Ageing, Disability and Home Care)	167
Casework Managers (Community Services)	403
Casework Support Worker	73
Caseworker (Community Services)	2,358 <sup>2</sup>
Client Service Officers	1,163
Community Program Officers	65
Community Worker	17
Contact Workers (Community Services)	90
Customer Service Officers	345
Disability Support Workers	4,062
Nurses	1,534
Residential Centre Support Workers	265
Team Leader (Accommodation and Respite)	421
Other Frontline Employees	236
<b>Total</b>	<b>11,632</b>

Source: FACS 2017 Workforce Profile, NSW Public Service Commission.

<sup>1</sup> 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*.

<sup>2</sup> Please refer to the NSW Community Services Caseworker Dashboard to see full-time equivalent counts for caseworkers.

## Senior executive grades and remuneration

In this section, the definition of senior executive is in accordance with the GSE Act. Former SES and Senior Officers have transitioned to a four Band structure with remuneration determined in accordance with the *NSW Public Service Senior Executive Remuneration Management Framework*. 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.

Over the period 2014–15 to 2016–17, FACS has reduced its senior executives and equivalent numbers by approximately 17 per cent.

**Table 3: Number of PSSE employed in each band.**

PSSE Band	2014–15		2015–16		2016–17	
	Female	Male	Female	Male	Female	Male
1 (Director)	152	123	152	99	120	99
2 (Executive Director/Chief Executive)	25	20	24	14	33	13
3 (Deputy Secretary)	5	4	4	5	3	4
4 (Secretary)	0	1	0	1	0	1
<b>Total</b>	<b>182</b>	<b>148</b>	<b>180</b>	<b>119</b>	<b>156</b>	<b>117</b>

Source: FACS 2015, 2016 and 2017 Workforce Profile, NSW Public Service Commission.

**Table 4: Average remuneration of PSSE employed in each band.**

PSSE Band	2014–15	2015–16	2016–17	
	Average remuneration (\$)	Average remuneration (\$)	Average remuneration (\$)	Range (\$)
1 (Director)	174,031	174,047	179,723	178,850–255,050
2 (Executive Director/Chief Executive)	261,591	275,731	274,590	255,051–320,900
3 (Deputy Secretary)	359,569	354,847	347,150	320,901–452,250
4 (Secretary)	532,300 <sup>1</sup>	563,372	576,582 <sup>2</sup>	452,251–522,500

Source: FACS 2015, 2016 and 2017 Workforce Profile, NSW Public Service Commission.

<sup>1</sup> Band 4 remuneration has been updated to include a \$35,000 allowance which was not captured in previous publications.

<sup>2</sup> Band 4 (Secretary) is eligible for additional remuneration of up to 12 per cent as determined by the Premier following an annual assessment of actual performance against agreed expectations set out in a performance agreement. The Secretary received a performance amount of \$48,742 paid in 2016-17.

The Secretary is the sole Band 4 Executive in FACS and his remuneration is subject to a special determination of the Statutory and Other Offices Remuneration Tribunal (SOORT). The 2016-17 Band 4 average remuneration consists of the SOORT special determination and the allowance applicable to the Secretary.

## Exceptional movement in wages, salaries and allowances

From the first pay period on or after 1 July 2016, FACS staff received an increase to their salaries of 2.5 per cent.

For the reporting period of 2016–17 senior executives' monetary remuneration and the value of employment benefits paid represented 5.3 per cent of FACS' salaries-related expenses. In the previous 2015–16 year this figure was 5.1 per cent.

## 3.1.2 Workforce diversity

Many of the approaches to increasing workforce diversity are common across the FACS cluster.

**Table 1. Workforce diversity statistics**

EEO group	Benchmark/ target <sup>1</sup>	2014–15	2015-16	2016-17
<b>Representation trend</b>				
Aboriginal and Torres Strait Islander people	2.6	4.6	4.7	4.7
People whose first language spoken as a child was not English	19.0	10.1	11.0	9.2
People with disabilities	n/a	2.6	2.7	2.6
People with disabilities requiring work-related adjustment	1.5	0.9	0.9	1.0
<b>Distribution trend</b>				
Women	100	91	100	101
Aboriginal and Torres Strait Islander people	100	106	102	102
People whose first language spoken as a child was not English	100	102	97	90
People with disabilities	100	115	108	105
People with disabilities requiring work-related adjustment	100	120	107	106

Source: NSW Public Service Commission.

<sup>1</sup> 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.

### Aboriginal employment

#### In 2016–17, FACS:

- employed three Aboriginal people through the Public Service Commission's (PSC) Aboriginal Employment and Development Program
- designed and developed the FACS Aboriginal Traineeship Program with TAFE's Eora College and the first group of trainees commenced in July 2017
- contributed to work conducted by the PSC to establish best practice in confirmation of Aboriginality
- conducted regular targeted recruitment campaigns for various child protection roles including Aboriginal Caseworker, Casework Support Worker and the new Permanency Coordinator roles
- used a range of media to promote and advertise targeted/identified roles, including Aboriginal specific job boards, print advertising and various social media platforms
- offered a range of leadership development programs to support capability building; these programs continue to be offered to all staff and centrally funded opportunities being targeted at high potential employees
- supported 11 employees who participated in the PSC Aboriginal Career & Leadership Development Program
- respondents to the People Matter Employee Survey who identified as Aboriginal (six per cent) had an engagement score of 62 per cent, which is 1 point about the cluster score
- continued to promote and encourage participation of diversity groups in conferences and other relevant programs

- continued to work with the Aboriginal Policy Unit to develop a FACS wide Aboriginal Cultural Competency Training Program
- continued to promote Aboriginal Cultural Competency learning programs to assist employees to gain a better understanding of the experiences of Aboriginal clients and communities, the behaviours expected of FACS staff and the importance of their interactions
- provided the Culturally Reflective Casework Practice training for all new caseworkers
- continued to promote and support managers to build employee capability through the 70:20:10 learning strategy during Performance Development Program conversations, which includes encouraging employees to learn through building relationships, coaching, mentoring and on the job learning
- successfully launched a 'Indigenous Recruitment Campaign' in 2016-17 to attract Aboriginal people to apply for AHO roles; the campaign included reaching out via social media, networking and print media and via the launch of AHO's 'our mob' website
- had two Aboriginal interns from Career Trackers completing their internship in various business units in AHO
- had one Aboriginal trainee start in June 2017 for a 12 month traineeship program in AHO.

### **In 2017-18, FACS will:**

- contribute to the Premier's Priorities in the area of improving the representation of Aboriginal people in senior leadership roles
- continue to deliver initiatives within the Aboriginal Employment Strategy 2016-18
- monitor progress on achieving the Aboriginal employment target
- offer employment opportunities through targeted Aboriginal programs such as graduate and traineeship programs
- embed the Aboriginal cultural competency framework into FACS' induction process (through e-learning programs) and work to incorporate cultural competency into all aspects of employment
- develop a targeted career development pathway for future Aboriginal FACS leaders
- continue to participate and promote PSC leadership academy and leadership programs to Aboriginal employees
- promote and target participation of Aboriginal employees in development conferences and other learning opportunities
- continue to provide opportunities to Aboriginal applicants via traineeship arrangements
- develop a people strategy which will include initiatives such as 'Employer of Choice' for Aboriginal people.

### 3.1.3 Work health and safety

**Table 1. Number of workers compensation claims, cost incurred and average cost at each year.**

	2013-14	2014-15	2015-16	2016-17
<b>FACS (department)<sup>1</sup></b>				
Total claims	215	257	207	202
Total cost incurred (\$)	5,943,834	6,711,728	5,609,402	5,139,266
Average cost (\$) per claim	27,645	26,115	27,098	25,441
<b>Aboriginal Housing Office</b>				
Total claims	2	1	1	2
Total cost incurred (\$)	83,038	45,484	6,465	38,736
Average cost (\$) per claim	41,519	45,484	6,465	19,368
<b>Ageing, Disability and Home Care</b>				
Total claims	828	818	555	394
Total cost incurred (\$)	16,847,650	16,450,181	9,783,074	5,901,196
Average cost (\$) per claim	20,347	20,110	17,627	14,977
<b>NSW Land and Housing Corporation</b>				
Total claims	3	10	6	6
Total cost incurred (\$)	7,011	97,228	120,782	24,239
Average cost (\$) per claim	2,337	9,723	20,130	4,040
<b>TOTAL FACS cluster</b>				
Total claims	1,048	1,086	769	604
Total cost incurred (\$)	22,881,533	23,304,621	15,519,723	11,103,437
Average cost (\$) per claim	21,834	21,459	20,182	18,383

Source: NSW Self Insurance Corporation Data Warehouse and i-care Portal (LAHC).

<sup>1</sup> The data reported for the FACS Department in the reporting years' 2013-14, 2014-15 and 2015-16 has been adjusted to reflect the new method for calculating injury management information which has varied in line with data reporting changes in source data provided by ICare.

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. 2016-17 at 30 June 2017).

Note 3: Data from and prior to 2015-16 includes common law and weekly benefit claims and uses a different methodology than previous years.

Note 4: Home Care Service of NSW transitioned from FACS during the reporting period.

#### Work health and safety (WHS) performance in 2016-17

- FACS overall safety performance remains steady.
- FACS average cost per claims is improving as it trends downwards, however it still remains higher than the NSW government average of \$13,749.
- The three main injury types in order of prevalence for FACS continue to be manual handling (body stressing), psychological (mental stress) injuries, and slips/trips/falls.
- In the 2016-17 financial year, psychological (mental stress) claims resulted in a net incurred cost of \$5.6 million, which was more than double the net incurred cost of \$2.7 million for manual handling (body stress) claims.

## 3.1.4 Membership of boards for FACS statutory bodies

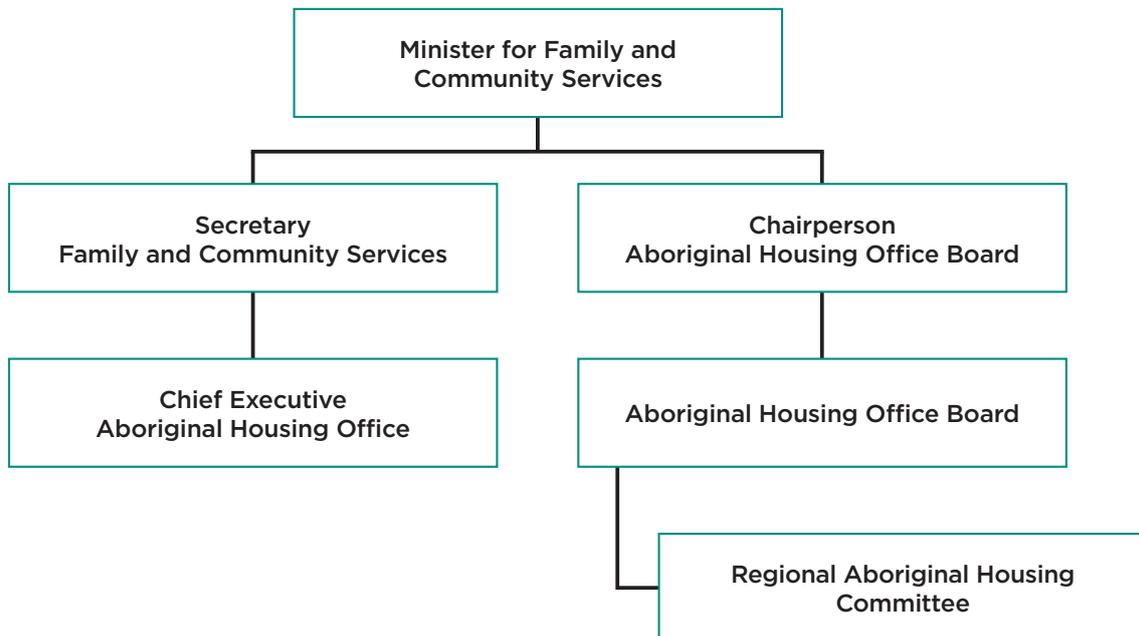
### Aboriginal Housing Office Board

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

The Board usually meets bi-monthly, at various locations across the State. The Board comprised 10 members during 2016–17, including the AHO Chief Executive as an ex-officio member. With the help of the Regional Aboriginal Housing Committees (RAHCs) and the AHO, the Board's goal is to maximise opportunities for Aboriginal participation in policy development and program delivery.

#### The Board's responsibilities include:

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



## Board members

### Beverley Manton

#### Board member

Period of appointment: 21 May 2013 to 20 June 2015, 20 June 2015 to 21 July 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 2016–17.

### Damien Bidjara-Barnes

#### Board member

Period of appointment: 20 June 2015 to 21 July 2017

Mr Bidjara-Barnes was appointed to the Board by the Minister for Family and Community Services and attended two of the five meetings held in 2016–17.

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

### Neva Collings

#### Board member

Period of appointment: 20 June 2015 to 21 July 2017

Ms Collings was appointed to the Board by the Minister for Family and Community Services and attended three of the four meetings held during her term on the Board in 2016–17.

Bachelor of Laws, Bachelor of Economics, Master of Laws

### Mayrah Sonter

#### Board member

Period of appointment: 20 June 2015 to 21 July 2017

Ms Sonter was appointed to the Board by the Minister for Family and Community Services and attended five of the five meetings held in 2016–17.

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

### Craig Taylor

#### Board member

Period of appointment: 20 June 2015 to 21 July 2017

Mr Taylor was appointed to the Board by the Minister for Family and Community Services and attended five of the five meetings held in 2016–17.

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

### Suzanne Ingram

#### Board member

Period of appointment: 22 May 2016 to 22 May 2018

Ms Ingram was appointed to the Board by the Minister for Family and Community Services and attended three of the four meetings held during her term on the Board in 2016–17.

Bachelor of Communications, Postgraduate Certificate Health Research

### Shane Hamilton

#### Board member (ex-officio, non-voting)

Period of appointment: 24 November 2014 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 attended five of the five meetings held in 2016–17.

### Leah Armstrong

#### Chairperson

Period of appointment: 20 June 2015 to 21 July 2017

Ms Armstrong was appointed to the Board by the Minister for Family and Community Services and attended five of the five meetings held in 2016–17.

Advanced Diploma of Community Services (Management)

### Anthony Ashby

#### Board member

Period of appointment: 20 June 2015 to 21 June 2017

Mr Ashby was appointed to the Board by the Minister for Family and Community Services and his term finished on 20 June 2017. He attended three of the four meetings held during his term on the Board in 2016–17.

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

### Wendy Morgan

#### Former Board member

Period of appointment: 21 May 2013 to 21 May 2016 and 22 May 2016 to 25 January 2017

Ms Morgan was appointed to the Board by the Minister for Family and Community Services and resigned from the Board on 25 January 2017. She attended three of the three meetings held during her term on the Board in 2016–17.

## 3.2 Financial management

### 3.2.1 Payment of accounts

The payment of accounts for goods and services is closely monitored by each entity to ensure accounts are paid in accordance with NSW Treasury directions. Process improvements across FACS and related entities are being undertaken to further improve payment-on-time performance. Accounts payable policies and procedures are in accordance with the guidelines established by the NSW Small Business Commissioner. Interagency transactions are excluded from the data, resulting in lower volumes being reported in 2016–17 compared to 2015–16.

#### FACS (department)

The Aboriginal Housing Office and NSW Land and Housing Corporation are not included in the consolidated FACS figures and are reported separately below.

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

Measure	Sep 16	Dec 16	Mar 17	Jun 17
<b>All suppliers</b>				
Current (i.e. within due date) (\$)	5,473,142	15,286,695	13,920,543	28,753,168
Less than 30 days overdue (\$)	104,138	28,377	307,539	69,306
Between 30 and 60 days overdue (\$)	7,866	3,236,976	62,472	97,006
Between 61 and 90 days overdue (\$)	22,573	3,012,963	360,584	39,045
More than 90 days overdue (\$)	30,438	11,650,807	71,913	54,548
<b>Small business suppliers</b>				
Current (i.e. within due date) (\$)	355,185	279,568	541,115	705,460
Less than 30 days overdue (\$)	353	0	211	0
Between 30 and 60 days overdue (\$)	175	0	0	0
Between 61 and 90 days overdue (\$)	0	0	0	85
More than 90 days overdue (\$)	317	0	0	0

Source: FACS Quarterly Payment Performance Report 2016-17.

## Accounts due or paid within each quarter

Measure	Sep 16	Dec 16	Mar 17	Jun 17
<b>All suppliers</b>				
Number of accounts due for payment	177,648	169,081	173,179	191,540
Number of accounts paid on time	177,222	168,609	172,256	190,745
Actual percentage of accounts paid on time (based on number of accounts)	99.8%	99.7%	99.5%	99.6%
Dollar amount of accounts due for payment (\$)	1,196,921,463	1,356,040,204	824,639,383	1,098,920,418
Dollar amount of accounts paid on time (\$)	1,196,479,207	1,355,301,971	822,208,578	1,095,093,200
Actual percentage of accounts paid on time (based on \$)	100.0%	99.9%	99.7%	99.7%
Number of payments for interest on overdue accounts	1	0	4	0
Interest paid on overdue accounts (\$)	52	0	419	0
<b>Small business suppliers</b>				
Number of accounts due for payment	3,308	2,578	2,360	2,449
Number of accounts paid on time	3,275	2,548	2,279	2,411
Actual percentage of accounts paid on time (based on number of accounts)	99.0%	98.8%	96.6%	98.4%
Dollar amount of accounts due for payment (\$)	6,033,182	5,164,380	4,678,966	5,122,727
Dollar amount of accounts paid on time (\$)	5,937,867	5,139,865	4,414,360	5,079,423
Actual percentage of accounts paid on time (based on \$)	98.4%	99.5%	94.3%	99.2%
Number of payments for interest on overdue accounts	1	0	4	0
Interest paid on overdue accounts (\$)	52	0	419	0

Source: FACS Quarterly Payment Performance Report 2016-17.

## Aboriginal Housing Office

### Aged analysis at the end of each quarter

Measure	Sep 16	Dec 16	Mar 17	Jun 17
<b>All suppliers</b>				
Current (i.e. within due date) (\$)	140,584	269,025	849,044	993,084
Less than 30 days overdue (\$)	1,451	0	0	34,226
Between 30 and 60 days overdue (\$)	0	214,247	0	89
Between 61 and 90 days overdue (\$)	0	142,035	0	0
More than 90 days overdue (\$)	0	928,415	0	0
<b>Small business suppliers</b>				
Current (i.e. within due date) (\$)	0	0	3,136	0
Less than 30 days overdue (\$)	0	0	0	0
Between 30 and 60 days overdue (\$)	0	0	0	0
Between 61 and 90 days overdue (\$)	0	0	0	0
More than 90 days overdue (\$)	0	0	0	0

Source: AHO Quarterly Payment Performance Report 2016-17.

### Accounts due or paid within each quarter

Measure	Sep 16	Dec 16	Mar 17	Jun 17
<b>All suppliers</b>				
Number of accounts due for payment	664	668	732	829
Number of accounts paid on time	661	615	701	809
Actual percentage of accounts paid on time (based on number of accounts)	99.5%	92.1%	95.8%	97.6%
Dollar amount of accounts due for payment (\$)	3,360,871	3,234,260	5,031,388	7,966,879
Dollar amount of accounts paid on time (\$)	3,355,576	2,972,591	4,997,381	7,929,557
Actual percentage of accounts paid on time (based on \$)	99.8%	91.9%	99.3%	99.5%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts (\$)	0	0	0	0
<b>Small business suppliers</b>				
Number of accounts due for payment	6	2	6	6
Number of accounts paid on time	6	0	6	5
Actual percentage of accounts paid on time (based on number of accounts)	100.0%	0.0%	100.0%	83.3%
Dollar amount of accounts due for payment (\$)	1,531	432	28,604	5,068
Dollar amount of accounts paid on time (\$)	1,531	0	28,604	4,375
Actual percentage of accounts paid on time (based on \$)	100.0%	0.0%	100.0%	86.3%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts (\$)	0	0	0	0

Source: AHO Quarterly Payment Performance Report 2016-17

## NSW Land and Housing Corporation

### Aged analysis at the end of each quarter

Measure	Sep 16	Dec 16	Mar 17	Jun 17
<b>All suppliers</b>				
Current (i.e. within due date) (\$)	1,299,640	6,201,505	24,624,023	42,894,308
Less than 30 days overdue (\$)	175,207	35,294	276,784	129,903
Between 30 and 60 days overdue (\$)	25,566	0	28,907	10,596
Between 61 and 90 days overdue (\$)	0	0	40,052	7,915
More than 90 days overdue (\$)	7,514	490	27,750	23,511
<b>Small business suppliers</b>				
Current (i.e. within due date) (\$)	19,254	18,457	32,637	34,633
Less than 30 days overdue (\$)	0	0	0	0
Between 30 and 60 days overdue (\$)	0	0	0	0
Between 61 and 90 days overdue (\$)	0	0	0	0
More than 90 days overdue (\$)	0	0	0	0

Source: underlying payment reports of LAHC's financial accounting system

## Accounts due or paid within each quarter

Measure	Sep 16	Dec 16	Mar 17	Jun 17
<b>All suppliers</b>				
Number of accounts due for payment	157,412	108,562	135,010	166,025
Number of accounts paid on time	156,851	108,067	134,372	164,806
Actual percentage of accounts paid on time (based on number of accounts)	99.6%	99.5%	99.5%	99.3%
Dollar amount of accounts due for payment (\$)	320,245,964	366,130,431	303,204,937	476,781,356
Dollar amount of accounts paid on time (\$)	297,702,890	344,210,702	298,985,435	472,951,306
Actual percentage of accounts paid on time (based on \$)	93.0%	94.0%	98.6%	99.2%
Number of payments for interest on overdue accounts	0	0	32	2
Interest paid on overdue accounts (\$)	0	0	4,035	84
<b>Small business suppliers</b>				
Number of accounts due for payment	760	607	658	496
Number of accounts paid on time	731	589	625	478
Actual percentage of accounts paid on time (based on number of accounts)	96.2%	97.0%	95.0%	96.4%
Dollar amount of accounts due for payment (\$)	3,723,151	1,930,847	2,326,567	2,084,044
Dollar amount of accounts paid on time (\$)	3,637,069	1,864,570	2,248,655	2,043,905
Actual percentage of accounts paid on time (based on \$)	97.7%	96.6%	96.7%	98.1%
Number of payments for interest on overdue accounts	0	0	32	2
Interest paid on overdue accounts (\$)	0	0	4,035	84

Source: underlying payment reports of LAHC's financial accounting system

## Home Care Service of NSW

There were no payments made to suppliers by Home Care Service of NSW during this financial year, therefore no data reported.

## 3.2.2 Investment Performance

### Aboriginal Housing Office

The AHO does not have any investments.

### Home Care Service of NSW

Prior to its dissolution on 28 June 2017, The Home Care Service of NSW (HCS) was a statutory body with specific investment powers provided under the *Public Authorities (Financial Arrangements) Act 1987* as amended. During 2016–17, HCS maintained its investment in the NSW Treasury Corporation (T Corp) Hour-Glass cash medium and long-term growth investment facilities up until all units were redeemed on 13 June 2017. The rate of return from 1 July 2016 to 13 June 2017 on the medium- and long-term facilities was 6.16 per cent and 11.99 per cent respectively, compared with respective full-year benchmark rates of 5.57 per cent and 11.00 per cent.

### NSW Land and Housing Corporation

LAHC derives its investment powers from Part 2, Schedule 4, of the *Public Authorities (Financial Arrangements) Act 1987* as amended. During 2016–17, LAHC has invested in fixed term deposits with appropriately rated Australian banks. The average rate of return for the year on these investments was 2.51 per cent, compared to the TCorpIM<sup>1</sup> Cash Fund's 2.37 per cent. As the Housing Reserve Fund forms part of LAHC, its short-term funds performance has been included in this performance indicator.

<sup>1</sup> On 28 November 2016, TCorp's Hour-Glass Funds was renamed TCorp IM Funds, reflecting the investment funds amalgamation of TCorp, State Super and icare. The change of name does not impact the funds' classification and, thus, the comparison benchmark for investment performance is based on TCorpIM Cash Fund rate as at 30 June 2017, equivalent to TCorp Hour-Glass Cash facility's rate of last year.

## 3.2.3 Liability management performance

### Aboriginal Housing Office

The AHO does not have any debt.

### Home Care Service of NSW

The HCS does not have any debt.

### NSW Land and Housing Corporation

As at 30 June 2017, the nominal value of LAHC's debt portfolio was \$814 million. This comprises \$658 million in advances from the Australian Government, \$150 million in loans payable to TCorp and \$6 million in loans from other sources.

During 2016–17, LAHC repaid \$31 million of its debts, mainly to the Australian Government.

LAHC retained the services of TCorp to manage the tradable portion of the debt portfolio. A Weighted Average Life (WAL) benchmark was adopted to measure LAHC's debt management performance. The WAL range applied for the financial year ended 30 June 2017 was 4 +/-0.75 years (see table below).

#### Debt performance

Weighted Average Life (WAL) for year ended	Actual	Allowable range/ mid-point
30 June 2017	4.64	3.25–4.75

## 3.2.4 Land disposal

There were no sales of \$5 million or more in 2016–17 other than by tender or public auction. There were no family or business connections between any of the parties involved in property sales.

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

Land disposed	Deposited Plan	Land size	Sale price (\$)	Purchaser
17 Bourke Street, Brewarrina	Lot 2 in DP 730282	1,984m <sup>2</sup>	8,000	Teacher Housing Authority

With no plans to develop the site, the vacant land at 17 Bourke Street, Brewarrina represented an ongoing maintenance liability for the AHO. The AHO was made aware that NSW Teacher Housing Authority was seeking land in Brewarrina for the construction of new teacher housing and offered to sell the property at market value, in line with Treasury guidelines.

The proceeds from the sale of the property have been retained and are contributing to the funding of the AHO's capital programs in 2017–18. This includes significant upgrades to a number of properties purchased in Brewarrina in 2016–17.

Land disposed	Deposited Plan	Land size	Sale price (\$)	Purchaser
Lot 105, Arnold Ave, Kellyville	DP 1210860	2.375ha	11.3 mil	Plus Capital Pty Ltd

The FACS-owned land at Lot 105, Arnold Ave, Kellyville, was sold for \$11.3 million following a public expression of interest managed by UrbanGrowth NSW on behalf of FACS. The land was surplus to needs following a subdivision process associated with the development of new group homes.

The proceeds of the sale were used to assist funding of the development of new group homes to replace the Large Residential Centres at Westmead and Rydalmere.

## 3.2.5 Credit card certification

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

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

## 3.2.6 Disclosure of controlled entities

The FACS financial entity incorporates the department operational clusters of Southern & Western and Northern, and the divisions of Commissioning, Ageing, Disability and Home Care, Corporate Services Disability Operations, the Aboriginal Housing Office (AHO) group of staff, the NSW Land and Housing Corporation (LAHC) group of staff, and the John Williams Memorial Charitable Trust (JWMT). FACS as a reporting entity comprises all divisions and clusters under its control as noted above, as well as the related entities.

JWMT is a special-purpose reporting entity; it 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 was \$9.4 million at 30 June 2017, with a cash balance of \$1.6 million at 30 June 2017. The cash balance is held in interest earning facilities and is to facilitate ongoing maintenance of the properties. The trust has no performance targets or measures.

Proclamation of the *Statute Law (Miscellaneous Provisions) Bill 2016* resulted in the dissolution of the Home Care Service of NSW (HCS) on 28 June 2017. Prior to the dissolution of HCS, the entity was a controlled entity of FACS. HCS as a reporting entity comprised HCS and its controlled entity, Home Care Service Staff Agency (HCS Staff Agency). The dissolution of HCS also resulted in the removal of HCS Staff Agency from Part 2 of Schedule 1, Public Service Agencies, of the *Government Sector Employment Act 2013*. In accordance with the Bill, the residual net assets of HCS were transferred to the Crown on the dissolution day.

Separate financial statements are prepared for the controlled entity, JWMT, and the non-controlled entities within the cluster, LAHC, the AHO and Multicultural NSW. Final consolidated financial statements were prepared for HCS for the period 1 July 2016 to 28 June 2017.

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## 3.3 Public accountability

### 3.3.1 Legislative and legal changes

#### Principal Acts administered at 30 June 2017

##### Minister for Family and Community Services

- *Aboriginal Housing Act 1998*, jointly with the Minister for Social Housing
- *Adoption Act 2000*
- *Boarding Houses Act 2012*, Part 4 and Part 2 of Schedule 2, and jointly with the Minister for Innovation and Better Regulation, Parts 1 and 5, and Part 1 of Schedule 2
- *Child Protection (International Measures) Act 2006*
- *Child Protection (Working with Children) Act 2012*
- *Children and Young Persons (Care and Protection) Act 1998*
- *Community Housing Providers (Adoption of National Law) Act 2012*, 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 parts, the Minister for Emergency Services)
- *Housing Act 2001*, jointly with the Minister for Social Housing

##### Minister for Social Housing

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

##### Minister for Ageing

- *Community Services (Complaints, Reviews and Monitoring) Act 1993*, jointly with the Minister for Family and Community Services and the Minister for Disability Services
- *Home Care Service Act 1988*, jointly with the Minister for Disability Services (repealed 28 June 2017)

##### Minister for Disability Services

- *Boarding Houses Act 2012*, Part 4 and Part 2 of Schedule 2 (Parts 1 and 5 and Part 1 of Schedule 2 jointly with the Minister for Innovation and Better Regulation)
- *Carers (Recognition) Act 2010*
- *Community Services (Complaints, Reviews and Monitoring) Act 1993*, jointly with the Minister for Family and Community Services and the Minister for Ageing
- *Community Welfare Act 1987*, jointly with the Minister for Family and Community Services (except, in parts, the Minister for Emergency Services)
- *Disability Inclusion Act 2014*
- *Home Care Service Act 1988*, jointly with the Minister for Ageing (repealed 28 June 2017)
- *National Disability Insurance Scheme (NSW Enabling) Act 2013*

##### Minister for Multiculturalism

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

## Legislative changes in 2016-17

### **Adoption Act 2000**

The *Adoption Act 2000* was amended in 2016 by the *Adoption Amendment (Institute of Open Adoption Studies) Act 2016* to establish the Institute of Open Adoption Studies.

In 2017, the *Adoption Act* was amended by the *Electronic Transactions Legislation Amendment (Government Transactions) Act 2017* to allow for the electronic service of documents by email.

### **Boarding Houses Act 2012**

Amendments were made to the *Boarding Houses Act 2012* by the *Statute Law (Miscellaneous Provisions) Act (No 2) 2016* to make it clear that registered providers of specialist disability accommodation under the NDIS are excluded from the licensing and regulatory scheme established under the *Boarding Houses Act 2012* (section 5 of which defines “registrable boarding house” and section 37 of which defines “assisted boarding house”). Registered providers of specialist disability accommodation are however subject to a regulatory scheme under the *Commonwealth National Disability Insurance Scheme Act 2013*.

In 2017, section 98 of the *Boarding Houses Act 2012* was amended by the *Statute Law (Miscellaneous Provisions) Act 2017* to provide for the issue of penalty notices consequent on the enactment of the *Fines Amendment (Electronic Penalty Notices) Act 2016*.

### **Carers Recognition Act 2010**

Amendments were made to the *Carers Recognition Act 2010* by the *Statute Law (Miscellaneous Provisions) Act 2017* to incorporate changes arising out of the Statutory Review of the Carers Recognition Act (tabled in Parliament on 8 November 2016). A number of changes were made to the NSW Carers Charter, along with an amendment to remove the requirement that the Minister for Disability Services be included as a member of the Carers Advisory Council and that the Minister Chair the Council. The Act provides that the Minister appoint a Chair and Deputy Chair from among the members. Other changes include requiring public sector agencies to consult with carers as well as bodies representing carers as the agency considers appropriate when developing policies that impact on carers.

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

Amendments were made to the *Child Protection (Working with Children) Act 2012* by the *Child Protection (Working with Children) and Other Child Protection Legislation Amendment Act 2016* to strengthen the Office of the Children’s Guardian’s regulatory powers and ensure consistency among provisions. Changes were made to sections 16(2) and 16(3) to enable the Office of the Children’s Guardian to terminate an application or cancel a clearance if an applicant or a Working With Children Check (WWCC) holder fails to respond to a request for information from the Office of the Children’s Guardian within three months (previously an application for a WWCC could be terminated only if the applicant did not respond to a request for information within six months). Amendments were also made to tighten the provisions regulating appeals against WWCC bars. For example, section 26(1) (c) was amended to provide that an applicant whose clearance is cancelled due to pending charges cannot appeal to the NSW Civil and Administrative Tribunal (NCAT) (previously, only applicants whose clearances were refused were prevented from appealing to NCAT).

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

Amendments were made to the *Children and Young Persons (Care and Protection) Act 1998* by the *Statute Law (Miscellaneous Provisions) Act 2016* to Chapter 14A, in particular, sections 231Q and 245I, to clarify the effect of registration of Children’s Court care orders and other orders that have been transferred to NSW from other jurisdictions. Amendments were also made to provisions regarding penalty notices in section 259A.

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

Amendments were made to the *Community Housing Providers (Adoption of National Law) Act 2012* by the *Housing Legislation Amendment Act 2016* to establish a local registration scheme which allows for the registration, monitoring and regulation of community housing providers that cannot be registered under the Community Housing Providers National Law (NSW). Under section 25A, locally registered community housing providers will be able to seek assistance from LAHC and the Secretary of the Department of Family and Community Services.

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

Amendments were made to the *Housing Act 2001* by the *Housing Legislation Amendment Act 2016* to provide for LAHC to enter into concurrent leases with registered community housing providers in respect of housing owned by LAHC. Housing subject to the concurrent lease will no longer be public housing and, accordingly, the tenants will no longer be eligible for a rental rebate under the *Housing Act* but may instead be eligible for rental assistance from the Commonwealth.

### ***Residential Tenancies Act 2010***

Various minor amendments were made to the *Residential Tenancies Act 2010* by the *Statute Law (Miscellaneous Provisions) Act 2016* to update terminology and references in the Act as a consequence of the *Government Sector Employment Act 2013* and past administrative changes orders. Section 121, regarding the enforcement of orders for possession, was amended by the *Statute Law (Miscellaneous Provisions) Act (No 2) 2016* to require a warrant for possession to be issued by the principal registrar of the Civil and Administrative Tribunal in a form approved by the Registrar. Also, new section 159(1A) was inserted into the Act by the *Regulatory and Other Legislation (Amendments and Repeals) Act 2016* to regulate landlords' obligations regarding the online payment of bonds. The *Statute Law (Miscellaneous Provisions) Act 2017* amended section 203 to provide for penalty notices to be issued consequent on the enactment of the *Fines Amendment (Electronic Penalty Notices) Act 2016*, which consolidated and standardised provisions regarding the issuing of penalty notices.

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

The remaining operative provisions of the Community Services (Complaints, Reviews and Monitoring) Regulation 2004 relating to reviewable decisions and the functions of Official Community Visitors were inserted into the *Community Services (Complaints, Reviews and Monitoring) Act 1993*, and the Regulation was allowed to lapse on 1 September 2016 in accordance with the provisions of the *Subordinate Legislation Amendment Act 2010*.

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

Amendments were made to the Savings and Transitional Provisions in Part 2 of Schedule 3 of the *National Disability Insurance Scheme (NSW Enabling) Act 2013*; the provisions were amended by the *Statute Law (Miscellaneous Provisions) Act 2016* to dissolve the Home Care Service of NSW (HCS) and transfer any assets, rights and liabilities to the Crown. All assets, rights and liabilities of the HCS relating to the exercise of its functions under the *Home Care Service Act 1988* were transferred to Australian Unity Home Care Service Pty Ltd under the *National Disability Insurance Scheme (NSW Enabling) Act 2013*. The *Home Care Service Act* (the Act establishing the HCS) was repealed by proclamation on 28 June 2017.

## **Amendments to Regulations in 2016-17**

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

An amendment was made to the *Child Protection (Working with Children) Regulation 2013* by the *Child Protection (Working with Children) Amendment (Child-related Work) Regulation 2017* to expand the definition of 'direct contact' in the *Working with Children Act 2005* to cover any form of communication (including online and phone). This will mean that a person who provides ongoing counselling, mentoring or distance education will be regarded as undertaking child-related work. This amendment implements recommendation 7 of the Royal Commission into Institutional Responses to Child Sexual Abuse *Working with Children Checks Report* (August 2015).

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

In 2010 the *Children and Young Persons (Care and Protection) Amendment (Private Health Professionals) Regulation 2016* amended the *Children and Young Persons (Care and Protection) Regulation 2012* to enable certain private health professionals to participate in the scheme for the exchange of information in connection with the safety, welfare or wellbeing of children and young people when they have reasonable grounds to suspect that a child is at risk of significant harm. Other miscellaneous amendments were made to update references to the Federal Circuit Court.

## **Significant judicial decisions in 2016-17**

### ***New South Wales Land and Housing Corporation v Quinn [2016] NSWCA 338 (6 December 2016)***

On 6 December 2016, the Court of Appeal upheld FACS' appeal against a District Court judgment which found that it had no jurisdiction to consider FACS' claim for a debt which had arisen because of the backdated cancellation of a rent subsidy. Mr Quinn, a public housing tenant, had failed to disclose to FACS assets and income since 1998. If he had, he would not have been considered eligible for a rent subsidy or public housing during this time. The backdated debt is calculated at \$259,862. The Court of Appeal (Beazley P, Ward JA and Davies J) found that the District Court did have jurisdiction to consider the matter. The substantive matter of the debt is now being considered by the District Court.

### ***Re ASK and the Adoption Act 2000 [2017] NSWSC 521***

On 9 May 2017, the Supreme Court (Hallen J) made an order for the adoption of six-year-old 'ASK' by her authorised carers who had cared for ASK since she was five months old. Justice Hallen found that ASK's carers would provide a loving, stable and supportive home and provide ASK with the security of belonging permanently in a family who are committed to her.

ASK's mother did not engage in the adoption proceedings, and Justice Hallen dispensed with her consent. ASK's father consented to ASK's adoption; however, he was not named on ASK's birth certificate. Justice Hallen therefore made a declaration of paternity and ordered that the birth father be recorded on ASK's birth certificate. Justice Hallen said this would mean that ASK could access information about her birth father under the adoption information provisions in *the Adoption Act 2000*. Justice Hallen also approved an adoption plan providing for ASK to have regular contact with her birth father. Justice Hallen explained that a child's relationship with his or her birth parents does not cease on the making of an adoption order and that the biological links and emotional and psychological ties that a child has with his or her birth parents are sustained through contact.

This case demonstrates the significance that the Court places on open adoption and the importance of a child's continuing relationship with his or her birth parents after adoption.

### ***Successful prosecution under section 105 of the Children and Young Persons (Care and Protection) Act 1998 (the Care Act)***

In December 2015, a delegate of the Secretary commenced a prosecution against a birth father for several counts of breaching section 105 of the Care Act by posting information on Facebook and YouTube concerning his children's involvement in care proceedings.

On 11 July 2016, the defendant appeared before Mount Druitt Local Court and entered guilty pleas to four charges. On 26 September 2016, the defendant was convicted of all four counts and sentenced to 12 months' imprisonment, to be suspended on the condition of good behaviour. As a result of the prosecution, the defendant removed the offending posts from the social networking sites, which was a positive outcome for the children. The prosecution was brought in the Local Court and therefore has not been reported.

This case was the first successful prosecution under section 105. It demonstrates that these offences are taken seriously and that criminal action may be taken against individuals or corporations that breach this law, designed to protect the privacy and welfare of children and young people subject to Children's Court proceedings or reports to FACS.

***Simic & Ors v New South Wales Land and Housing Corporation [2016] HCA 47 (7 December 2016)***

LAHC commenced proceedings against ANZ Bank following ANZ's refusal to pay out in respect of bank guarantees provided by a builder. The beneficiary had been misdescribed in the bank guarantees. LAHC sought a declaration that the beneficiary's description be construed as describing LAHC and in the alternative that the guarantees be rectified by substituting LAHC's name for the description of the beneficiary. ANZ joined a number of guarantors, including Mr Simic, who were ultimately liable to repay ANZ in respect of the bank guarantees.

On 9 March 2015, the Supreme Court granted the declaration and found that it was unnecessary to deal with the rectification matter although the grounds for it had been made out. Mr Simic and the other cross-defendant guarantors appealed to the Court of Appeal. On 18 December 2015, the NSW Court of Appeal dismissed the appeal and confirmed the declaration made by the Supreme Court on 9 March 2015 that the substitution of a beneficiary did not entitle the bank to refuse payment.

Mr Simic was granted special leave to appeal to the High Court. The matter was heard in the High Court in July 2016. The Court considered the principles of autonomy and strict compliance and whether regard could be had to the underlying contract to confirm the correct description of the beneficiary. Although the Court upheld the appeal by finding that the misdescription could not be construed as referring to LAHC, the Court held that it was appropriate to grant rectification by substituting LAHC's name on the bank guarantees because it was the common intention of the parties that the beneficiary of the bank guarantees should be the party with whom the builder entered into the contract. The Court ordered costs against the appellants. LAHC is currently pursuing recovery of costs against ANZ and Mr Simic.

## 3.3.2 Disability inclusion

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

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

### NSW Disability Inclusion Plan

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

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

### Disability Inclusion Action Plan

All NSW Government departments and most agencies are required to create their own DIAP. DIAPs, which replace the former Disability Action Plans, set out the measures departments intend to put in place to ensure that people with disability can access services and participate fully in the community. The FACS DIAP was launched in December 2015.

### 2016–17 FACS Disability Inclusion Action Plan outcomes

#### Develop positive community attitudes and behaviours

- FACS continued to deliver the *Upholding the rights of people with disability* training package in partnership with the Australian Human Rights Commission; 150 NSW Government policy, project and human resources managers have completed the training since it was launched.
- Feature videos of the 2016 Don't DIS my ABILITY Campaign attracted over one million social media views. As part of the campaign, the Access All Areas Film Festival provided opportunities for over 10,000 people to experience accessible Australian cinema in 61 screenings across NSW.
- The Ability Links NSW Program (ALNSW) continued to support the NDIS reforms in NSW by delivering outcomes for people with disability. The ALNSW is producing a return of \$3 for every dollar invested.
- FACS continued to implement resources of the Good to Great Framework across FACS-operated disability accommodation support services. This has enhanced outcomes for people with disability, especially in the areas of health and safeguarding.
- The Ability Project, run by the CREATE Foundation, continued in 2016–17 to deliver workshops across NSW targeting young people with disability in the Leaving Care Program, their carers and disability sector staff. The workshops focussed on building positive attitudes around the ability of young people with disability to speak up, be empowered and make informed decisions about their future and goals. A total of 127 young people and 63 support workers attended the life skills and empowerment workshops in 2016–17.
- Over 40 Aboriginal Readiness Yarn-ups were held across NSW targeting Aboriginal people with disability, their carers, family and community to raise awareness about disability and the introduction of the NDIS, and to build capacity among Aboriginal people with disability and their carers to access supports to help them achieve their life goals.
- Carers NSW and Mirri Mirri continued to deliver Supported Decision Making (SDM) workshops for 14–18-year-olds with disability, their families and carers. The workshops focused on building the capacity of adolescents with disability to make supported decisions, while also providing a framework for building the capacity of families and carers to step away from substitute decision-making, towards SDMs that were more person-centred.

- FACS continued to work with children and young people with disability, their families and carers, and mainstream and community-based programs as part of the Lifestart School Age Years Inclusion Support Program for young people aged 9–18 years.
- The *FACS Procurement Management Plan* was updated to encourage ongoing improvement in diversity and inclusion. FACS widely promoted the engagement of disability businesses wherever possible for goods and services through our network with National Disability Services organisations.
- FACS regularly promoted to the NSW Government Procurement Leadership Group the need to improve inclusivity in procurement practices.
- FACS is working with the Australian Network on Disability (AND) to develop two e-learning programs to raise the disability confidence and awareness of our managers and employees. FACS employees with disability will feature in the programs to showcase their experiences as FACS employees.

### Create liveable communities

- FACS continued to fund Sport NSW, Clubs NSW, the NSW Business Chamber and Settlement Services International to build access and inclusion among their members. The collaboration has raised awareness of disability inclusion and planning, creating more jobs, growing social and sporting opportunities, and building the business case for inclusive tourism and the promotion of inclusive programs. More than 25,000 organisations have been directly engaged through this project.
- The ‘Lift and Change’ facilities trial was highly successful in providing people with disability with opportunities to access the community with ease and dignity, with five facilities opened as at 30 June 2017.
- In May 2017, FACS held the Live, Work, Play: NSW the State of Inclusion conference at the International Convention Centre, Sydney, attracting over 600 people with disability, inclusion policy leaders, practitioners, community stakeholders and people from all levels of government.
- FACS continued developing its *Inclusive Tourism Plan* to expand the inclusive tourism market, which will create local jobs and business opportunities and build local awareness of access and inclusion.
- All local councils across NSW developed DIAPs through consultation with people with disability. This represents an unprecedented alignment of disability planning priorities across State and local government in NSW, driving mobilisation around the needs of people with disability in a way that is unique in Australia.
- FACS provided funding of \$1.4 million to National Disability Services to maintain the Companion Card program in 2016–17, which supports people with lifelong disability to participate in the community through free access to venues and events for a cardholder’s companion. As at 31 March 2017, there are more than 29,600 cardholders participating in this program in NSW.
- FACS delivered 118 new homes in the community for people living in outmoded large residential centres, enabling over 500 people to move into new homes where they live more independently and closer to family and the local community.
- The Surf Life Saving Project funded three NSW beach precincts to administer grants to help make beachside experiences more accessible, develop capacity and offer inclusive beach and water activities in a mainstream setting for people with disability.
- The Northcott FundAbility Project provided a range of micro-grants to community organisations to fund or subsidise initiatives/projects to build skills, resources and knowledge and to alter practices to be more inclusive of children and young people with disability in their local community.
- The *FACS Office Accommodation and Design Guidelines* were updated to include accessibility considerations and requirements in line with the DIA.
- FACS worked with a building industry representative organisation and sponsored awards to recognise inclusive design in public and private buildings. The awards were presented at UNSW in June 2017.
- FACS initiated a lift upgrade and installed an audio prompt system at one of its Sydney CBD leased sites to improve accessibility for people with visual impairment. The upgrade benefited all users of the building.
- Through Communities Plus, ageing social housing dwellings will be replaced with properties that meet the seven core design elements from the Liveable Housing Design Guidelines. These elements aim to make homes easier and safer to use for all occupants, including people with disability.

- LAHC commenced lift facility upgrades in the social housing portfolio buildings to make lifts safer for clients with disability, enabling ease of movement around buildings and making lifts being more adaptable to the changing abilities of clients.
- LAHC aims to construct up to half of its new social housing dwellings with elements that make them easier to move around, safer to live in and more adaptable to the changing abilities of residents.
- FACS funded upgrades to the Bidwill Uniting Community Centre in Western Sydney. A ramp was added to the building, and the bathroom was upgraded to meet accessibility standards.

### Support access to meaningful employment

- FACS achieved Disability Confident Recruiter (DCR) status in December 2016. FACS was the first government agency in Australia to achieve DCR status.
- FACS continued to participate in the AND's Stepping Into Internship program, designed for university students with disability. FACS employed seven interns through this program in 2016–17.
- FACS successfully employed three graduates in the 2017 FACS Graduate Program, targeted for people with disability.
- The *Disability Confident Recruiter* e-learning course is mandatory for all hiring managers in FACS before they can participate on an interview/assessment panel.
- The Minister for Disability Services, the Hon. Ray Williams MP, launched the See the Possibilities disability employment marketing campaign at the Live, Work Play: NSW the State of Inclusion conference. The campaign tells the story of employers who have seized the opportunity to let employees with disability shine. This business-to-business campaign highlights the benefits that disability employment can bring to businesses and shares the positive experiences of employers who have employed people with disability.
- FACS is leading the creation of job opportunities for people with disability as part of *Jobs for the Future*. This whole-of-government strategy focuses on job creation for people with autism and vision impairment, job matching for people with disability, vocational planning for students, pathways from volunteering to employment, and engagement across the sector.
- The *Working Together* website provides information and support for employees with disability during the disability reforms. It is fully compliant with FACS' accessibility requirements.
- Easy English booklets were distributed to assist people with disability in their decision-making regarding accommodation choices provided through NGOs.
- FACS created an e-learning module for employees and funded service providers to improve understanding of the NSW Disability Service Standards.
- The Transition to Work program continued to help students with disability move from school to work. Since its inception, the program has supported nearly 3,000 young people with disability to get employment.
- FACS supported the NDIA to trial School Leaver Employment Supports, which are based on the Transition to Work program.
- LAHC's new Asset Maintenance Services (AMS) contract, which commenced in April 2016, has a focus on social outcomes. Maintenance contractors must engage organisations registered with National Disability Services as Australian Disability Enterprises (ADEs), or with the Australian Charities and Not-for-profits Commission as not-for-profit Community Service Providers (CSPs). ADEs and CSPs must undertake no less than five per cent of the contract price each year.
- The Rent Choice Start Safely program funded 40 private rental specialist workers across NSW to support women escaping domestic violence, including those with disability, to assist with education and employment to support financial independence.
- FACS funded 12 Project Officers to deliver the Rent Choice Youth program, which provides private rental assistance and integrated support to young people, including people with disability, who are homeless or at risk of homelessness. The program also provides assistance with education and employment goals.

## Improving access to mainstream services through better systems and processes

- FACS partly funded the development of the Human Services Network (HSNet), a free comprehensive public service directory of NSW human services. The directory had been progressively updated since 2015.
- The Aboriginal Assessment Project supported Aboriginal people with disability without a formal diagnosis to access culturally appropriate clinicians to undertake assessments and document a formal diagnosis; 92 per cent of participants are now accessing allied health services or other mainstream support services.
- Aboriginal-specific factsheets and resources were developed to support Aboriginal people with disability to access disability support and better understand and access the NDIS.
- The Homelessness Unit continued working with Infoxchange Australia to ensure that the Client Information Management System used by FACS employees and Specialist Homelessness Services in NSW are accessible for people with disability and consistent with Web Content Accessibility Guidelines (WCAG) 2.0 rating AA.
- Digital and communication specialists in FACS were trained to deliver more accessible content on our digital platforms. Twelve staff members were selected for the Professional Certificate in Web Accessibility, the most rigorous program in digital accessibility currently in Australia.
- FACS developed and released a *Digital Accessibility Standard* (the Standard) and *Digital Content Style Guide* to ensure our digital information and services are accessible and inclusive. The Standard is available to the public on the FACS website, and it was shared widely with colleagues in the public sector to support digital accessibility practices in other agencies.
- FACS conducted audits on multiple public and intranet sites to benchmark current performance.
- FACS undertook remediation of 1,558 pages of legacy content published online, and is working on continuous improvement of existing content to support people using assistive technology.
- FACS released the new intranet and Casework Practice sites for employees, with new and more accessible templates and content. An independent audit of the new FACS intranet confirmed that five of 12 accessibility issues identified in the previous site have been remediated. The audit has also given the team clarity on resolving remaining issues.
- FACS' commitment to digital accessibility is reflected in the 'Customer Experience/Digital Inclusion' pillar of the NSW Digital Strategy, which was launched in May 2017.

### 3.3.3 Compliance with *Carers (Recognition) Act 2010*

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

The NSW Carers Charter, which forms a part of the Act, contains 13 guiding principles for NSW public sector human service agencies on issues of significance for carers, including respect and recognition, inclusion in decision-making, and access to services they may need.

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

During 2016–17, FACS completed a statutory review of the Act based on consultation with over 800 people and 50 organisations. The final report was tabled in both Houses of Parliament on 8 November 2016.

Three of the 10 recommendations made in the report proposed minor legislative amendments, which were subsequently made and assented on 1 June 2017.

The amendments included a revision to the NSW Carers Charter to more clearly communicate core messages about recognising and valuing carers, changed wording in the Act to encourage agencies to consult with carers and/or bodies representing carers, and the appointment of an independent chair and deputy chair of the NSW Carers Advisory Council. The amended Act was assented on 1 June 2017.

The remaining seven recommendations in the report focus on revising and updating supporting policy, guidelines and education resources to improve understanding and implementation of the Act.

Other consultation/liaison activities relating to policies and initiatives impacting on carers included:

- resourcing and supporting the NSW Carers Advisory Council, which met four times in 2016–17, to consider a range of issues impacting carers and to advise the Minister for Disability Services
- continuing to lead the implementation of the *NSW Carers Strategy 2014–2019*, including publishing the first Carers Strategy progress report, which highlighted seven projects that were either completed or had made significant progress
- funding practical projects that assist carers in their daily lives through the Carer Grants Program, with 14 organisations across NSW receiving grants to provide support and information for carers, including five with an Aboriginal or culturally diverse focus
- funding Carers NSW to deliver a range of carer services and sector capacity-building programs, such as training and development, peak activities, information and referral services, carer representative and young carer programs.

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

- Carers Week was held between 16 and 22 October 2016. FACS provided \$100,000 to Carers NSW in 2016–17 to administer Carers Week grants. Grants of up to \$250 enabled 430 carer support groups and organisations to host a Carers Week event for carers. The events attracted approximately 13,500 people, 9,000 of whom were carers.
- During Carers Week, as part of the Hidden Carers outreach project, FACS provided promotional materials to 77 locations across NSW, informing different groups of carers in social housing of the services and support available to them. FACS worked with Carers NSW to develop a suite of written resources for staff from community housing providers, FACS Housing Services and Aboriginal housing offices to distribute. Resources included flyers translated into five languages, as well as specific publications for young carers and Aboriginal carers.
- The NSW Carers Awards were presented by the Minister for Disability Services during Carers Week. In 2016, the NSW Carer of the Year was awarded to young carer Sadie Arida.
- In March 2017, FACS published a paper in the *International Journal of Care and Caring* entitled 'Co-design of a carers' strategy for New South Wales: Reflections on a new approach to collaborative policy making for carers' (authors Helen McFarlane and Karen Turvey).

- Through a Liveable Communities Grant, FACS funded the University of Technology Sydney, in partnership with the Art Gallery of New South Wales, to develop resources to extend arts-based programs for people with dementia, their family members and carers.
- In 2016–17, Watch This Space – a multi-faceted, state-wide young carer awareness raising project – received support from the FACS Youth Opportunities program. The project, run by 20 young carers from across NSW, focused on identifying hidden carers and raising carer awareness through school-based presentations and media promotion of the successful #YCProject short film.
- FACS participated in a Good Pitch Australia panel, introducing a film, *On Richard's Side*, to an audience of over 300 corporate and philanthropic stakeholders. The film, directed and produced by Andrew Wiseman, provides insight into the everyday joys and trials of living with and caring for someone with a complex disability. Throughout 2016–17, FACS continued to support the film's community outreach by participating in a co-design workshop and hosting a government stakeholder meeting to develop and support the film's social impact campaign. FACS also presented the film to the NSW Carers Advisory Council and the Disability Council NSW.

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

During 2016–17, FACS sought to ensure staff awareness and understanding of the NSW Carers Charter and its principles by:

- continuing to offer a range of flexible work practices to assist employees who are also carers, including flexible working hours, part-time work and personal/carer's leave
- maintaining a dedicated Carers page on the FACS intranet, which has information about the relevance of the Act to FACS employees, as well as a range of resources to support working carers in FACS
- continuing to apply the HR Policy Development Consultation Framework to ensure that carers and other diversity groups are consulted and engaged throughout the policy development and review process
- actively contributing to the NSW Public Service Commission's work on developing a flexible working strategy for the sector.

## 3.3.4 Multicultural policies and plans

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

### Key achievements 2016–17

We continued to integrate cultural and linguistic diversity into our planning, monitoring, reporting and evaluation by:

- publishing robust research evidence and findings featuring culturally and linguistically diverse (CALD) data through FACS Analysis and Research, including Snapshots, Evidence-to-Action Notes, Briefs and Reports, to form an evidence base for use in policy and practice
- developing a Quality Assurance Framework (QAF) for an OOHHC trial, an Australian first which includes a CALD Cultural and Spiritual Identity Domain
- incorporating CALD activities in projects within the disability reform portfolio, including planning, monitoring and reporting processes
- identifying CALD clients in the data provided to the NDIA Scheme Actuary
- working with the NDIA to support CALD access to the NDIS, including a working arrangement to outline a CALD engagement strategy and a project work group to monitor its implementation.

We built organisational capabilities, both internally and external to FACS, to work with a culturally and linguistically diverse community by:

- increasing our staff ability to support refugees through a Multicultural Masterclass Supporting Newly Arrived Refugees for 100 FACS staff at Bankstown on 20 June 2016
- recognising FACS staff for Excellence in Service Delivery and Excellence in Innovation through the 2017 Mary Dimech Multicultural Awards, presented by the Minister for Multiculturalism and Disability Services on 20 March 2017; the awards acknowledge excellent practice and achievement by individual FACS staff and teams in providing services to CALD clients and communities and are held as part of FACS Harmony Day celebrations each year
- employing four refugees through the NSW Public Service Refugee Employment Program, two in information and communications technology and two in human resources
- bringing services providers together to share good practice of working with CALD families and their communities
- providing 10 Culturally Reflective Practice workshops to 112 caseworkers across the Nepean Blue Mountains and Western Sydney districts, including Helpline, Domestic Violence Line and the Crisis Response Team; the workshops helped staff to adapt their practice for working with a diverse client base
- supporting disability service providers to be culturally inclusive by providing service delivery manuals and policies for staff that highlight the issues for people from a CALD background and how to cater for them; for example, Accommodation Service Provider Guidelines include culturally appropriate person-centred support and are promulgated to stakeholders at events and via social media and the ADHC website; also, the *Health and Wellbeing Policy* supports workers to ascertain the cultural and religious preferences for health and wellbeing of the person they support, and their family, in the early stages of health planning.

We provided culturally and linguistically responsive services and programs by:

- exceeding CALD community service targets and service delivery strategies in funded agreements and service design to increase engagement and services provided to CALD clients
- developing FACS Family Group Conferencing cultural support guidelines and targeted training and recruitment of CALD facilitators to better support CALD families through the conference process
- translating information on support for Hidden Carers in Social Housing into various community languages for Carers Week, 16–22 October 2016
- engaging with CALD community organisations to promote participation in the Homelessness Strategy public consultation process

- ensuring all children or young people who are Aboriginal and/or Torres Strait Islander and/or from multicultural backgrounds in OOHC have a Care Plan which includes a cultural plan to maintain links with family, culture, language, religion and community
- strengthening our capacity to protect vulnerable children and young people from underage forced marriage – a child protection issue that involves psychological and sexual abuse – particularly for young people under the age of 16 years, by:
  - providing two Early and Forced Marriage Masterclasses to staff in Sydney and Wagga Wagga, facilitated by the Australian Muslim Women’s Centre for Human Rights
  - strengthening reporting and referral protocols between State and federal agencies and establishing a working group to build the evidence base on underaged forced marriage
  - providing a submission to the NSW Legislative Council Inquiry into Human Trafficking in February 2017, seeking for its terms of reference to be expanded to include underage forced marriage
  - introducing the Underage Forced Marriage Interactive Voice Recording option to improve response to calls on this issue on the Child Protection Helpline
- exceeding NDIS information campaign targets for CALD communities, with a focus on the top four languages other than English in NSW – Mandarin, Cantonese, Vietnamese and Arabic; a culturally diverse range of case studies featured in the campaign, appearing on popular websites, social media, community newspapers and Indigenous, Mandarin, Cantonese, Arabic and Vietnamese radio networks; the campaign’s CALD social marketing strategy generated a significant increase in direct visits to the languages pages of the website
- funding the National Disability Services-delivered People, Culture and Communication Project, aimed at developing communication tools and resources for mainstream disability organisations to assist clients from CALD backgrounds
- delivering 11 refugee staff training sessions on understanding refugees and how to work with interpreters across all FACS districts through Housing Statewide Services in conjunction with Humanitarian Settlement Providers
- providing MyHousing Online Services instructional videos via YouTube in Arabic, Cantonese, Mandarin, Farsi and Vietnamese, and translating MyHousing factsheets into these languages
- providing weekly access to face-to-face and telephone interpreters to Housing Services staff across South Eastern Sydney to support CALD clients with enquiries, interviews, assessments and general case management through block bookings of Russian, Mandarin, Cantonese and Vietnamese interpreters
- using local NDIS communications plans for FACS districts, which include analysis on specific/ local CALD communities, to inform the design and delivery of local engagement activities
- targeting CALD communities as part of NDIS information campaigns
- informing CALD communities about the NDIS via community forums, providing NDIS information in a range of community languages, and informing clients and families about NDIA-run information sessions and other capacity-building workshops
- ensuring Community Justice Program staff address considerations of culture and language during the planning process with clients and that clients are linked with appropriate cultural groups within their local community
- ensuring communication targeting people with disability is accessible to and reflective of CALD communities; for example, the Working Together website incorporates appropriate accessibility design features to improve access for CALD clients such as simple English documents and images that reflect CALD populations.

We built capacity of individuals, families and community to improve outcomes for people from culturally and linguistically diverse backgrounds by:

- engaging with our NGO partners in two CALD Child Protection Forums in the Hunter that have assisted agencies to further develop their understanding of and responses to CALD issues relating to child protection
- leading five Cultural Capacity Building Sessions for Teachers in Schools with NGO partners. The purpose was to build teachers’ capacity to communicate effectively with CALD parents about the needs and wellbeing of their children

- continuing to provide targeted capacity-building initiatives in partnership with multicultural and ethno-specific organisations to provide disability supports through the NDIS, with projects such as FutureAbility, which was successfully delivered by Settlement Services International by developing an interactive tool, the FutureAbility DataCube, that takes into account the intersection of disability and ethnicity to inform policy, service design and delivery of the NDIS
- partnering with the Multicultural Disability Advocacy Association, which delivered the My Future: My Life project for the NDIS and the Sexual Lives and Respectful Relationships train-the-trainer program for CALD women with a cognitive disability
- establishing a funding agreement between South West Sydney District and the Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS) to deliver services to newly arrived Syrian and Iraqi refugee families as part of the Families in Cultural Transition program, delivered in South West Sydney, Coffs Harbour, Wagga Wagga and Newcastle; as of April 2017, STARTTS ran 27 Families in Cultural Transition groups targeting Arabic-speaking Iraqi and Syrian families, involving 170 participants (102 families)
- facilitating two CALD Child Protection Forums, attended by FACS and NGO partners, in the Hunter New England and Central Coast Districts, with topics such as innovative responses to supporting CALD communities and assisted agencies, with a view to further developing understanding of CALD issues relating to child protection and helping attendees to respond appropriately to challenges facing local CALD communities
- delivering cultural capacity-building sessions for teachers in five schools across the Northern Sydney District, with the sessions aiming to build teachers' capacity to communicate effectively with CALD parents about the needs and wellbeing of their children; feedback from teachers and principals indicated greatly improved engagement with CALD parents
- delivering a parenting program weekend camp attended by 21 Chinese and Korean families from the Northern Sydney District; three training sessions were also provided to religious/community leaders in identification of risk factors for families vulnerable to domestic and family violence
- providing targeted capacity-building initiatives involving consultancy support and provision of grants and resources to multicultural and ethno-specific organisations identified as interested in and capable of disability service provision under the NDIS
- building the capacity of the mainstream disability services sector to provide information and services in a culturally sensitive manner and to assist people from a CALD background to make informed choices about their supports, by providing resources, reports and other tools
- supporting Ability Links (ALNSW) to draw on the experience of CALD staff and to engage CALD communities more effectively
- organising access workshops and information on transitioning to the NDIS for CALD clients via the Provider Readiness and Participant Readiness Working Arrangements
- supporting peer engagement in CALD communities, including training for peer facilitators to work with CALD communities, share leadership skills and promote individual capacity of people with disability
- working with the Multicultural Disability Advocacy Association to pilot the Sexual Lives and Respectful Relationships train-the-trainer program for peer educators to work with co-facilitators.

## Aboriginal Housing Office

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

## NSW Land and Housing Corporation

The NSW Land and Housing Corporation (LAHC) is guided by the FACS MPSP to support the culturally, linguistically and religiously diverse communities we serve.

LAHC applies FACS human resources policies and procedures which take into account equity principles for respectful workplaces.

LAHC will continue to implement the *FACS Cultural Diversity Implementation Plan 2016–18*.

## Key multicultural strategies proposed for 2017–18

The key proposed strategies for 2017–18 are:

- developing and delivering the *FACS Cultural Diversity Framework 2018–2021*
- continuing to progress the *FACS Cultural Diversity Implementation Plan 2016-18* in FACS Districts, including holding regular multicultural advisory committees with local partners, actively engaging with NGOs and Settlement Services International, and continuing to deliver forums that promote the inclusion and support of culturally, linguistically and religiously diverse communities
- maintaining a mix of CALD Carer Support Caseworkers who utilise their background and skills to support a range of carers and children from similar backgrounds
- liaising closely with Settlement Services International to ensure that, through the delivery of information sessions, refugees are aware of and have access to appropriate housing
- continuing Multicultural Masterclasses to provide an opportunity for staff to be informed about current multicultural issues, learn from expert practitioners and engage with multicultural community members; the focus of the masterclasses for 2017–18 will be mental health for migrant communities and supporting young people from CALD backgrounds
- delivering Culturally Reflective Practice workshops to Community Services casework staff across all districts.

### 3.3.5 Consumer response

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

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

#### Aboriginal Housing Office (AHO)

Type of feedback	2015–16	2015–16 (%)	2016–17	2016–17 (%)
Service quality/delivery	139	34.7	36	9.0
Behaviour of staff	0	0.0	20	5.0
Service access/ processes/ procedures	220	54.9	138	34.3
Communication	0	0.0	0	0.0
Illegal use of premises and anti-social behaviour	11	2.7	32	8.0
Service request/referral	0	0.0	0	0.0
Compliments	0	0.0	0	0.0
Suggestions	0	0.0	0	0.0
Other feedback	31	7.7	176	43.7
<b>Total feedback</b>	<b>401</b>	<b>100.0</b>	<b>402</b>	<b>100.0</b>

In March 2017 the AHO upgraded its complaint management system to better capture data and ensure a timely response to client enquiries. In 2016–17, the AHO answered over 402 enquiries from Aboriginal people on 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 (ADHC)

Type of feedback	2015–16	2015–16 (%)	2016–17	2016–17 (%)
Service quality/delivery	134	38.0	28	13.0
Behaviour of staff	76	21.5	14	6.5
Service access/ processes/ procedures	121	34.3	11	5.1
Communication	0	0.0	0	0.0
Illegal use of premises and anti-social behaviour	0	0.0	2	0.9
Service request/referral	0	0.0	0	0.0
Compliments	0	0.0	0	0.0
Suggestions	0	0.0	0	0.0
Other feedback	22	6.2	161	74.5
<b>Total feedback</b>	<b>353</b>	<b>100.0</b>	<b>216</b>	<b>100.0</b>

Significant reduction in the number of complaints received is primarily a result of a) Home Care moving to Australian Unity in February 2016, b) the transition of year 1 areas including the Hunter New England, Southern New South Wales, Central Coast, Northern Sydney, South Western Sydney, Western Sydney and Nepean Blue Mountains to the National Disability Insurance Scheme (therefore complaints in those participating areas would have been forwarded to the National Disability Insurance Agency). The increase in 'other complaints' is due to the NSW Ombudsman reporting under the Reportable Incidents Scheme.

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

FACS is currently developing a coordinated department-wide approach to complaints management due to be released by end 2017. This approach will:

- enable the enhanced capture and analysis of all relevant data to inform decision-making regarding client satisfaction and service improvement
- include defining what types of information will be monitored and measured
- inform engagement with the NGO sector on expectations.
- In order to meet the needs of the community and to communicate ADHC's complaints handling process, we:
  - released information sheets and complaint forms in 12 community languages
  - will be releasing an Easy Read version of the Complaints Guidelines in the near future.

ADHC complaints data is collated from the following sources:

- Client Information System (CIS)
- National Disability Abuse and Neglect (NDAN) Hotline notifications
- Enquiries, feedback and complaints mailbox (ADHC 'contact us' webpage)
- Urgent Requests for Information received from the Minister's office
- Complaints raised through the NSW Ombudsman Reportable Incidents Scheme.

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

## Community Services

Type of feedback	2015–16	2015–16 (%)	2016–17	2016–17 (%)
Service quality/delivery	158	29.6	142	30.0
Behaviour of staff	80	15.0	88	18.6
Service access/ processes/ procedures	114	21.3	128	27.0
Communication	176	33.0	104	21.9
Illegal use of premises and anti-social behaviour	0	0.0	0	0.0
Service request/referral	0	0.0	0	0.0
Compliments	0	0.0	0	0.0
Suggestions	0	0.0	0	0.0
Other feedback	6	1.1	12	2.5
<b>Total feedback</b>	<b>534</b>	<b>100.0</b>	<b>474</b>	<b>100.0</b>

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

During 2016-17, the EFCU received a total of 8,447 contacts, a decrease of 91 on the previous year. Of these, 5.6 per cent (474) resulted in formal complaints which were referred to districts/ business areas for resolution, compared to 6.3 per cent (534) in 2015–16. The remaining 94.4 per cent (7,973) were resolved and managed by Complaints Officers.

## Housing Services and the NSW Land and Housing Corporation

Type of feedback	2015–16	2015–16 (%)	2016–17	2016–17 (%)
Service quality/delivery	1,816	40.1	1,938	28.0
Behaviour of staff	303	30.9	291	4.2
Service access/ processes/ procedures	1,401	6.7	2,812	40.6
Communication	0	0.0	0	0.0
Illegal use of premises and anti-social behaviour	0	0.0	0	0.0
Service request/referral	274	6.1	1,011	14.6
Compliments	497	11.0	438	6.3
Suggestions	33	0.7	54	0.8
Other feedback	204	4.5	378	5.5
<b>Total feedback</b>	<b>4,528</b>	<b>100.0</b>	<b>6,922</b>	<b>100.0</b>

The Housing Contact Centre Client Feedback Unit (CFU) provides a centralised intake and referral point for complaints and feedback relating to housing services for FACS. The service is accessible 8.30am – 4.30pm Monday to Friday by calling 1800 422 322. Alternatively, clients are able to complete an online feedback form, send a letter or email [feedback@facs.nsw.gov.au](mailto:feedback@facs.nsw.gov.au).

The CFU receive and process a range of work items including feedback and complaints. Changes to the service model to better meet business outcomes has seen an overall increase in work items being completed, as such an increase in feedback is expected.

Initiatives to improve access to feedback channels for clients and provide more transparent reporting continue as part of the Premier's Priorities for Improving Government Services.

## 3.3.6 Right to information

### Review of proactive release program

In 2016–17, FACS updated the contents of its website, and conducted an annual review of proactively released information when updating the *Agency Information Guide*. FACS regularly reviews its programs to ensure that information which is in the public interest and assists people with access to services is made publicly available. FACS provides information about major plans and services to individuals, families, carers and service providers. Other information is proactively released via the FACS website, such as policies, resources, reports, plans, papers, newsletters and statistical data.

### Number of access applications received

During 2016–17, FACS received 707 access applications.

### Number of refused applications for Schedule 1 information

During 2016–17, FACS refused 190 access applications because the information requested was referred to in Schedule 1 of the *Government Information (Public Access) Act 2009* (GIPA Act). Of the 190 applications, eight were refused in full and 182 were refused in part.

### Statistical information about access applications for the FACS cluster

**Table 1. Number of applications by type of applicant and outcome<sup>1</sup>**

Type of application	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refused to deal with application	Refused to confirm/ deny whether information is held	Application withdrawn
Media	4	2	0	1	0	1	0	0
Members of Parliament	6	2	1	1	1	8	0	0
Private sector businesses	1	1	0	0	0	0	0	0
Not-for-profit organisations or community groups	1	3	1	0	0	0	0	1
Members of the public (application by legal representative)	29	248	4	34	38	13	1	10
Members of the public (other)	43	197	6	31	4	21	0	11

<sup>1</sup> 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 the following table.

**Table 2. Number of applications by type of application and outcome.**

Type of application	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refused to deal with application	Refused to confirm/ deny whether information is held	Application withdrawn
Personal information applications <sup>1</sup>	58	432	9	63	42	30	0	21
Access applications (other than personal information applications)	25	19	3	4	1	13	1	1
Access applications that are partly personal information applications and partly other	1	2	0	0	0	0	0	0

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

**Table 3. Invalid applications**

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the GIPA Act)	235
Application is for excluded information of the agency (section 43 of the GIPA Act)	0
Application contravenes restraint order (section 110 of the GIPA Act)	0
Total number of invalid applications received	235
Invalid applications that subsequently became valid applications	146

**Table 4. Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act**

Consideration	Number of times consideration used <sup>1</sup>
Overriding secrecy laws	0
Cabinet information	4
Executive Council information	0
Contempt	0
Legal professional privilege	15
Excluded information	6
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	3
Care and protection of children	179
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

<sup>1</sup> 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 the following table.

**Table 5. Other public interest considerations against disclosure matters listed in table to section 14 of the Act.**

Consideration	Number of occasions when application not successful
Responsible and effective government	248
Law enforcement and security	8
Individual rights, judicial processes and natural justice	429
Business interests of agencies and other persons	77
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

**Table 6. Timeliness of applications**

Timeliness	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	662
Decided after 35 days (by agreement with applicant)	33
Not decided within time (deemed refusal)	26
<b>Total</b>	<b>721</b>

**Table 7. Number of applications reviewed under Part 5 of the GIPA Act**

Type of review	Decision varied	Decision upheld	Total
Internal review	10	4	14
Review by Information Commissioner <sup>1</sup>	3	1	4
Internal review following recommendation under section 93 of the GIPA Act	2	0	2
Review by Administrative Decisions Tribunal	1	4	5
<b>Total</b>	<b>16</b>	<b>9</b>	<b>25</b>

<sup>1</sup> 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 8. Applications for review under Part 5 of the GIPA Act**

Type of applicant	Number of applications for review
Applications by access applicants	22
Applications by persons to whom information the subject of access application relates (see section 54 of the GIPA Act)	0

**Table 9. Applications transferred to other agencies under Division 2 of Part 4 of the GIPA Act**

Type of transfer	Number of applications for transferred
Agency-initiated transfers	6
Applicant-initiated transfers	1

### 3.3.7 Public interest disclosures

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

Actions have been taken to ensure staff are aware of their responsibility under the PID Act, and the policy and corresponding procedures are available to staff on the FACS intranet. The department's public interest disclosures officers are also identified on the intranet. Under the PID Act, FACS staff are required to report certain information; this information is shown in the tables below.

No public interest disclosures were made in relation to the Aboriginal Housing Office in 2016–17.

**Table 1. Number of public interest disclosure (PID)**

Number	Course of their day-to-day functions	Made pursuant to a statutory obligation	All other disclosures
<b>FACS (department)</b>			
Public officials who have made a PID to the public authority	3	0	0
PIDs received by the public authority in total	3	0	0
PIDs finalised	3	0	0
<b>NSW Land and Housing Corporation</b>			
Public officials who have made a PID to the public authority	1	0	0
PIDs received by the public authority in total	1	0	0
PIDs finalised	1	0	0

**Table 2. Number of PIDs received by the public authority relating to each category**

Category	Course of their day-to-day functions	Made pursuant to a statutory obligation	All other disclosures
<b>FACS (department)</b>			
Corrupt conduct	3	0	0
Maladministration	0	0	0
Serious waste	0	0	0
GIPA contraventions	0	0	0
Local government contraventions	0	0	0
<b>NSW Land and Housing Corporation</b>			
Corrupt conduct	1	0	0
Maladministration	0	0	0
Serious waste	0	0	0
GIPA contraventions	0	0	0
Local government contraventions	0	0	0

## 3.3.8 Consultants

### Consultancies equal to or over \$50,000

Cluster entity	Consultant	Project	Amount (\$) incl. GST*	Category
FACS (department)	Ernst & Young	OOHC Recommissioning	1,835,425	Management Services
FACS (department)	Boston Consulting Group	Future Operating Model	627,000	Organisational Review

\*Amount rounded to nearest dollar.

There were no consultancies equal to or over \$50,000 for the Aboriginal Housing Office, Home Care Service of NSW or the NSW Land and Housing Corporation.

### Consultancies under \$50,000

There were no consultancies under \$50,000 for FACS (department), the Aboriginal Housing Office, Home Care Service of NSW or the NSW Land and Housing Corporation for 2016–17.

### 3.3.9 Overseas visits

FACS employees made a total of three overseas visits in 2016–17. The reasons for the visits included attending conferences, sharing of public practices and process, and fulfilment of child protection commitments.

#### FACS (department)

Officer	Dates	Destination	Purpose of visit
Lauren Dewsnapp	8–17 July 2016	Singapore	Part of ANZSOG Executive Master in Public Administration
Bernadette Hurley	25–30 November 2016	Wellington, New Zealand	To attend the ANZSOG residential school
Vanessa Ford	30 April to 7 May 2017	Vancouver, Canada	Present at conference
Caseworker <sup>1</sup>	6–10 March 2017	Auckland, New Zealand	Home Visit – Child placed in New Zealand
Caseworker <sup>1</sup>	6–10 March 2017	Auckland, New Zealand	Home Visit – Child placed in New Zealand
Deidre Mulkerin	14–17 May 2017	Auckland and Wellington, New Zealand	Accompanying Minister Goward and her Chief of Staff

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

#### Aboriginal Housing Office

There were no overseas visits made by employees in 2016–17.

#### NSW Land and Housing Corporation

There were no overseas visits made by employees in 2016–17.

## 3.3.10 Research and development

### FACS (cluster)

Project name	Details of project	2016–17 funding (\$)*
Aboriginal Housing Office (AHO) Tenant Support and Education Program (TSEP)	This project involves an evaluation of the TSEP, which was funded by the AHO and implemented by Aboriginal Community Housing Providers with tenants in western NSW.	129,450
AHO Housing Supply and Demand forecasting model	This project provides estimates of housing demand versus supply for the NSW Aboriginal population to 2031.	144,818
Wilcannia Overcrowding Pilot Project Evaluation	The AHO commissioned this evaluation to assess the social and economic outcomes of the health overcrowding project with the Wilcannia Aboriginal community. The project involved assessing and rectifying the health hardware functionality of all Aboriginal houses in Wilcannia.	119,878
Solar Photovoltaic (PV) Systems Audit 2016	This research evaluates the performance of solar PV systems on LAHC's properties to support the development of policy and practice of sustainable energy systems in social housing.	83,000
Research projects under the Sustainable Built Environment National Research Centre (SBEnc), including:  Valuing Social Housing  Procuring Social and Affordable Housing  Digital Asset Information Model (DAIM) Framework  Sustainable and Resilient Buildings	Being a core member of SBEnc, LAHC participates in research projects that support its objective of managing and growing the NSW Government's social housing portfolio.	100,000 committed per annum
Premier's Youth Initiative	This evaluation of the Premier's Youth Initiative includes a randomised controlled trial to provide reliable, accurate information on the impact of the program on client outcomes and the cost benefits to the system. The evaluation includes a process, outcome and economic evaluation in line with NSW Government guidelines. The findings will inform policy to support youth at risk of homelessness.	190,909
Homeless Youth Assistance Program	The Homeless Youth Assistance Program evaluation provides feedback on whether the program has been implemented as intended and the outcomes have been achieved at the client, program and system levels. Findings will be used to support continuous improvement and to inform future commissioning, policy and practice decisions.	18,182

\*Funding amount rounded to nearest dollar

Project name	Details of project	2016-17 funding (\$)*
Early review of the Specialist Homelessness Services Program	The purpose of this early review is to assess progress in implementing homelessness reforms and to identify emerging risks and unintended impacts linked to the reforms.	99,831
NSW Homelessness Perceptions And Awareness Research	This project involves market research of NSW residents' perceptions of homelessness and qualitative research on concepts related to homelessness.	41,804
Development of Future Directions Evaluation Framework	The Future Directions Evaluation Framework sets out a rigorous, innovative and longitudinal approach to evaluating the effectiveness of FACS' social housing strategy, which is embedded within the service system. It outlines a process, outcomes and economic evaluation approach in line with NSW Government guidelines.	21,780
Future Directions: Evaluation Planning Stage 1	Stage 1 of the Future Directions evaluation involves detailed planning of the commissioning approach to each component of the evaluation and the development of the data collection strategy, including standardised outcome indicators.	32,116
Pathways of Care Longitudinal Study of Children and Young People in Out-of-Home Care	This is a FACS-led longitudinal study that collects detailed information about child development and wellbeing in order to identify factors that influence outcomes. The study deepens the evidence base on how best to support children in OOHC to reach their potential.	1,500,000 committed per annum
Transition of Out-of-Home Care to the NGO sector	This evaluation covers the early stage implementation and outcomes of the transition. It assesses the effectiveness of the transition to date and examines its impact on the workforce, carers, and children in OOHC.	95,451
Cost-effectiveness analysis of youth development programs	The analysis provides an assessment of the cost-effectiveness of the Youth Frontiers program as compared with other youth mentoring and youth development programs.	25,000
One Hundred Lives in Western Sydney	Western Sydney University is evaluating the approach underway among eight human services agencies under the Western Sydney Service Delivery Reform, and three of its cross-agency initiatives, to determine whether or not vulnerable children, youth and families have improved against identified outcomes and if clients can access, navigate and more easily engage with services when they need them.	50,000
Client experiences of FACS adoption – evaluation project	This evaluation informs both the ongoing refinement of the work of Adoption Services and the delivery of ongoing adoption and permanency training across the sector. The project occurs alongside the Adoption Future State Model project currently being undertaken by the Adoption Transformation Program.	95,451

\*Funding amount rounded to nearest dollar

Project name	Details of project	2016–17 funding (\$)*
Evaluation of Youth Frontiers	An evaluation of Youth Frontiers, which is a state-wide mentoring program established in 2015 that aims to promote positive youth development by encouraging mentees to work on a community project with their mentors.	74,246
Youth Frontiers outcomes monitoring	This involves monitoring of the outcomes of Youth Frontiers for both mentees and mentors through surveys conducted at the end of each program year. The results are used to evaluate and support continuous program improvement and compare the effectiveness of program delivery in different locations.	14,100
Young People and Adversity	This project examines the service system experiences of young people with complex needs, with an emphasis on identifying the protective factors that contribute to young people's ongoing service engagement and to building their capacity.	25,000
Ability Links	This project evaluates the processes involved in the rollout of the program and the outcomes being achieved for people with disability.	21,583
Advancing Supported Decision Making Project	This project evaluates whether implementation was achieved as intended and measures short-term outcomes of client groups being supported to build confidence around decision-making.	22,902
The Ability Project 2	The Ability Project 2 assesses different approaches to effectively building the decision-making capacity of people with disability.	96,910
Evaluation of the Support for Decision-Making Pilot Project (Kanangra Large Residential Centre)	This evaluation ascertains if clients and their support carers will have increased decision-making capacity. These findings will be shared across the broader community and mainstream and disability service sectors to inform future best practice.	135,680
Analysis of NSW FACS Client Death Notification Database	This project investigates the characteristics and circumstances regarding deaths of people with disability. This knowledge will provide evidence to support funding that targets appropriate resources and training needs.	11,006
NSW Ageing Strategy 2016–2020 Evaluation and Monitoring Plan	This plan provides a framework for process and outcome monitoring and evaluation.	108,404
Evaluation of Timebanking	This project evaluates Phase 2 of the timebanking rollout under the NSW Volunteering Strategy. The findings demonstrate that this NSW innovation achieved its objectives, with recommendations for expansion.	15,000

\*Funding amount rounded to nearest dollar

Project name	Details of project	2016-17 funding (\$)*
Evaluation of the Pilot Domestic Violence Disclosure Scheme (DVDS)	This is a process and outcome evaluation of the two-year DVDS pilot program, which provides a comprehensive overview of program implementation, demand and utilization, outcomes, policy issues and implications that may inform a future model or rollout of the DVDS.	146,362
Evaluation of Four Men's Behaviour Change Program Pilots (MBCPs)	This evaluation describes the MBCPs and how they are being implemented at the four pilot sites, including program reach and uptake. It will assess the processes, impacts and outcomes of the pilots.	233,423
Antisocial Behaviours Reforms Social Housing Policy	This evaluation assesses the policy balance between the responsibilities of tenants and the rights of their neighbours in social housing, as well as those of private residents and the broader community. It enables FACS to intervene more effectively to reduce antisocial behaviour in public housing. The evaluation will continue into 2017-18.	27,955
Integrated Domestic and Family Violence Services Evaluation	This evaluation assesses the program in terms of preventing the escalation of domestic and family violence among high-risk target groups and in targeted communities. The outcomes will be used to refine and strengthen the working model of the Integrated Domestic and Family Violence Services access NSW.	73,927
Youth Hope Program Evaluation	This evaluation assesses the effectiveness of six innovative service models in supporting children and young people aged 9-15 years, who are assessed as being at risk of significant harm, to remain safely at home.	61,973

\*Funding amount rounded to nearest dollar

## 3.3.11 Internal audit and risk management

### Audit and risk committee

FACS has a department-led Risk and Audit Committee (RAC). A Ministerial determination was granted by the Minister for AHO to share its audit and risk functions with FACS including sharing the RAC.

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

During the year, the FACS Secretary appointed Jim Mitchell as the fifth independent member to the RAC. Mr Mitchell is a qualified accountant with extensive experience in RACs, NSW public sector, audit and risk management. Collectively the RAC members have the experience, knowledge and qualifications to effectively discharge their responsibilities as outlined in the RAC Charter.

Five RAC meetings were held in 2016–17, with the number of meetings attended by each member as follows:

- Elizabeth Carr (Independent Chair) – 5
- Denise Aldous (Independent Member) – 5
- Glenys Roper (Independent Member) – 4
- Abby Bloom (Independent Member) – 5
- Jim Mitchell (Independent Member) – 2

The LAHC Audit and Risk Committee (ARC) considered a range of standing items at each meeting, including the Deputy Secretary's report, the Finance and Reporting report, monitoring of compliance with the financial instruments, LAHC Strategic Risk Report, LAHC internal audit status reports, various other audit reports, and monitoring of recommendations made to the Corporation from external bodies. It also monitors other items periodically, including hard close financial statements, and reviews the Internal Audit Charter and legislative compliance report.

Five LAHC ARC meetings were held in 2016-17, with the number of meetings each member attended as follows:

- Carol Holley (Chair) – 2 (Retired 31 October 2016)
- Christine Feldmanis (Chair) – 3 (Appointed 1 November 2016)
- Peter Scarlett (Member) – 5
- Dianne Hill (Member) – 5

### Internal audit

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

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

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

In 2016–17, Internal Audit undertook 31 internal audit projects across FACS, which included planned and management-requested reviews.

## Risk management

- A key strategy for enterprise risk management in FACS is for risk mitigation actions in risk registers to be included in business plans. The intent is for risk reporting to be integrated with business planning with performance tracking occurring in one place and for planned activities and budgets to be prioritised based on risk. Wherever possible, business planning templates were pre-populated from risk registers.
- The FACS Enterprise Risk Management system was rolled out across all business directorates and districts. Substantive standardisation of District operational risks occurred during the year. The Enterprise Risk Management Framework includes reporting of significant risks to the RAC on a regular basis and to the FACS Executive Board as required. Risk management and business continuity is an agenda item for all quarterly reporting between the Secretary and Deputy Secretaries.
- Governance and Audit facilitates risk workshops and assists with developing effective controls to mitigate risk. A focus on major reform risks has continued due to the range and number of major reforms within FACS.
- Governance and Audit promoted and engaged the business areas in relation to commencing and finalising their business continuity planning processes. The FACS Business Planning Guide includes a segment on business continuity planning for consideration in the business planning process.

## Fraud control and corruption prevention

- A new Fraud and Corruption Prevention Control Plan was developed and implemented. Risk workshops were facilitated by Governance and Audit with a specific focus on functions with a high risk of fraud and corruption such as procurement, accounts payable, payroll etc. Training programs were drafted for implementation in the next accounting period.
- Consolidation of fraud and corruption incident/allegations data from across FACS occurred during the year.
- Rebuild of data capture and registers for several ethics-related policies that are under review commenced and will be finalised in the next accounting period.
- Governance and Audit provided advice as needed for queries concerning conflicts of interest, gifts, benefits and bequests, and secondary employment and private work.

## Compliance and governance support

Governance and Audit administers/coordinates the following:

- implementation of a FACS-wide (excluding Multicultural NSW) legislative and administrative compliance framework, to monitor compliance with external obligations to meet the requirements of Treasury Policy Paper 15-03.
- declarations of senior executive private interests to meet the requirements of Public Service Commissioner Circular 2015-08.

## FACS insurance arrangements

The FACS cluster, including the Department, the HCS (up until the entity was dissolved on 28 June 2017), and the AHO, have insurance policies with the NSW Government's self-insurance scheme, and the Treasury Managed Fund, thereby covering public liability, property, workers compensation, motor vehicle insurance and miscellaneous areas. For LAHC, only the workers compensation insurance policy is with the NSW Government's self-insurance scheme. Other LAHC insurance policies are with the private underwriting market arranged using a broker (Marsh) with the approval of the NSW Government.

The total cost of FACS' insurance premiums for 2016-17 was \$38.8 million. This was a decrease of 22.5 per cent (\$11.3 million) on the previous year. The main reason for this was a net decrease in workers compensation expense of 23.9 per cent (\$12.0 million) as a result of Home Care Service Staff Agency employees transferring to Australian Unity in 2015-16, offset by an increase of 1.4 per cent (\$0.7 million) in other insurances.

## FACS (department) internal audit and risk management attestation statement

### Internal Audit and Risk Management Attestation Statement for the 2016-17 Financial Year for Department of Family and Community Services

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

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

#### Membership

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

- Chair, Elizabeth Carr, 1 January 2014 to 21 December 2018
- Independent Member, Denise Aldous, 1 October 2013 to 30 September 2017
- Independent Member, Glenys Roper, 1 July 2014 to 30 June 2018
- Independent Member, Abby Bloom, 1 July 2014 to 30 June 2018
- Independent Member, Jim Mitchell, 2 February 2017 to 1 February 2020



Michael Coutts-Trotter

Secretary, Department of Family and Community Services

Date: 18 September 2017



Alastair Hunter

Executive Director, Corporate Governance & Performance

Contact: 02 9716 3419

## Aboriginal Housing Office internal audit and risk management attestation statement

### Internal Audit and Risk Management Attestation Statement for the 2016-17 Financial Year for Aboriginal Housing Office

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

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

### Membership

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

- Chair, Elizabeth Carr, 1 January 2014 to 31 December 2018
- Independent Member, Denise Aldous, 1 October 2013 to 30 September 2017
- Independent Member, Glenys Roper, 1 July 2014 to 30 June 2018
- Independent Member, Abby Bloom, 1 July 2014 to 30 June 2018
- Independent Member, Jim Mitchell, 2 February 2017 to 1 February 2020

## Departures from Core Requirements

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

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

Departure	Reason for departure and description of practicable alternative measures implemented/ being implemented
<b>Non-Compliance</b>	
<ul style="list-style-type: none"> <li>• Core Requirement 1: Risk Management Framework</li> </ul>	<ul style="list-style-type: none"> <li>• The Aboriginal Housing Office (AHO) is a not-for-profit entity. It is part of the Department of Family &amp; Community Services (FACS) cluster. An Enterprise Risk Management Framework (ERMF) has already been established within FACS. The reasons for non-compliance are:               <ul style="list-style-type: none"> <li>◦ resourcing constraints; and</li> <li>◦ AHO does not meet the requirements to enter into the appropriate shared arrangements for compliance in TPP16-02 Guidance on Shared Arrangements and Subcommittees for Audit and Risk Committees (TPP16-02) as AHO's total annual expenditure is more than \$100 million<sup>1</sup>.</li> </ul> </li> <li>• AHO which is a FACS cluster entity shares its operations and resources with FACS. AHO is included in the ERMF of FACS. The risk framework is consistent with AS/NZS ISO 31000:2009 and has been endorsed by the FACS Executive Board. Risk reporting for AHO is incorporated into operational risk reporting for FACS.</li> </ul>
<ul style="list-style-type: none"> <li>• Core Requirement 2: Internal Audit Function</li> </ul>	<ul style="list-style-type: none"> <li>• AHO is a not-for-profit entity. It is part of the FACS cluster. AHO's internal audit function is undertaken through the FACS' internal audit group which operates in accordance with the International Standards for the Professional Practice of Internal Auditing. The reasons for non compliance are:               <ul style="list-style-type: none"> <li>◦ resourcing constraints; and</li> <li>◦ AHO does not meet the requirements to enter into the appropriate shared arrangement for compliance in TPP16-02 as AHO's total annual expenditure is more than \$100 million.</li> </ul> </li> <li>• For the purpose of its internal audit function, AHO has adopted a shared arrangement with FACS. The FACS Chief Audit Executive (CAE) is also the CAE of AHO. The AHO's internal audit function is undertaken through the FACS' internal audit group which operates in accordance with the FACS Internal Audit Manual that adopts and align with the requirements of the International Standards for the Professional Practice of Internal Auditing and consistent with TPP15-03. AHO shares its internal audit functions with FACS.</li> </ul>

<sup>1</sup> Department of Family and Community Services Annual Report 2015–16.

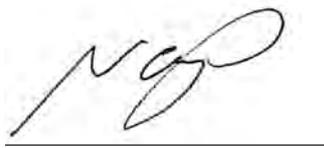
## Departure

## Reason for departure and description of practicable alternative measures implemented/being implemented

### Non-Compliance

- Core Requirement 3: Audit and Risk Committee
- AHO is a not-for-profit entity. It is part of the FACS cluster entity. AHO is a participating entity in the FACS Principal Department Led Risk and Audit Committee. The reasons for non-compliance are:
  - resourcing constraints
  - AHO does not meet the requirements to enter into the appropriate shared arrangements for compliance in TPP16-02 as AHO's total annual expenditure is more than \$100 million.
- AHO as a FACS cluster entity is a participating entity in the Principal Department Led Risk and Audit Committee. The operations of the RAC comply with the requirements of TPP15-03 in overseeing the shared arrangement between FACS and AHO.

These processes, including the practicable alternative measures implemented, demonstrate that the Aboriginal Housing Office has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within the Aboriginal Housing Office.



Neva Collings

A/Chairperson

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

Date: 5 October 2017



Alastair Hunter,

Executive Director, Corporate Governance and Performance

Contact: 02 9716 3419

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

### Internal Audit and Risk Management Attestation Statement for the 2016-17 Financial Year for NSW Land and Housing Corporation

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

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

#### Audit and Risk Committee Membership

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

- Ms Christine Feldmanis – Independent Chair (period of appointment 1 November 2016 to 31 October 2019)
- Mr Peter Scarlett – Independent Member (period of appointment 17 December 2013 to 16 December 2017)
- Ms Dianne Hill – Independent Member (period of appointment 27 May 2014 to 26 May 2018)



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

Date: 18 September 2017



Anne Skewes,  
Deputy Secretary,  
NSW Land and Housing Corporation

Contact: 02 8753 8800

### 3.3.12 Audit findings

There are no significant findings that have been made by the NSW Audit Office for the Department of Family and Community Services, the Aboriginal Housing Office, the John Williams Memorial Charitable Trust or the NSW Land and Housing Corporation (at the date of this submission).

## 3.3.13 Privacy management

### FACS (department)

#### Privacy Management Plan

The FACS Privacy Management Plan (PMP) will supersede the individual stream PMPs for housing, community services and disability operations which are currently in place. The draft FACS PMP was provided to the Office of the Privacy Commission for comment and to internal stakeholders in early 2017. The completed PMP will be put in place before the end of 2017.

#### Internal reviews

Eighty-eight privacy complaints were received by FACS Legal between 1 July 2016 to 30 June 2017. Thirty-three resulted in completed internal reviews with 16 in progress as at 30 June 2017.

The remaining 39 complaints were either resolved informally, were not pursued or were withdrawn by the complainant.

#### Aboriginal Housing Office

In 2016–17, AHO did not conduct any internal reviews under the *Privacy and Personal Information Protection Act 1998* (PPIP Act) and did not receive any internal review applications made under the PPIP Act.

#### NSW Land and Housing Corporation

LAHC is part of FACS and aligns itself to the FACS PMP and practices as stated on the FACS website. In 2016–17, LAHC did not receive any internal review applications made under the PPIP Act.

### 3.3.14 Digital information security policy

#### **Digital Information Security Annual Attestation Statement for the 2016-17 Financial Year for the Department of Family and Community Services**

Information Security is important to all divisions of the Department of Family and Community Services. A risk-based approach is taken with regards to the implementation of security controls. A mature Information Security Management System is in operation ensuring information security controls are commensurate with risks 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 2016-17 financial year that is consistent with the Core Requirements set out in the NSW Government Digital Information Security Policy.

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

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

The Department of Family and Community Services has maintained certified compliance with ISO 27001 Information technology - Security techniques - Information security management systems - Requirements by an Accredited Third Party during the 2016-17 financial year.



Michael Coutts-Trotter

Secretary

Date: 11 August 2017

# Contact Information

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Parramatta NSW 2150

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Fax: (02) 9635 3400

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## NSW Land and Housing Corporation

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

Copies of this report are available at [www.facs.nsw.gov.au](http://www.facs.nsw.gov.au).

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

The total production cost for the FACS Annual Report 2016–17 is \$2,420.

